

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: June 11th, 2025
Time: 4:00pm-6:00pm
Place: Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will receive quarterly updates on Landlord Recruitment, Coordinated Entry, and Technical Assistance work, receive an update on Metro Council President's Work Group on Future SHS Implementation, and review and discuss the Regional Implementation Plan draft.

4:00pm **Welcome and Introductions**

- Decision: meeting summary approval

4:10pm **Public Comment**

4:15pm **Conflict of Interest**

4:20pm **Implementation Strategy Quarterly Updates**

- Landlord Recruitment
- Coordinated Entry
- Technical Assistance: PSH Pilot Project
- Questions & Answers

4:50pm **Metro Council President's Work Group on Future SHS Implementation Updates**

5:15pm **Regional Implementation Plan Update**

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

- Next meeting: July 9th, 2025

6:00pm **Adjourn**

Table of contents

Agenda - pg. 1

Meeting summary from the Committee's last meeting on May 14th 2025 - pg. 4

Landlord Recruitment Quarterly Progress Report - pg. 11

Coordinated Entry Quarterly Progress Report - pg. 17

PSH Technical Assistance Demonstration Project Progress Report - pg. 22

Regional Implementation Plan Draft- pg. 26

Goal progress report June 2025 - pg. 50

Tri-County Planning Body Goal and Recommendation Language - pg. 57

Supportive Housing Services Oversight Committee meeting minutes – April 28th, 2025 - pg. 59

President's Work Group - Regional Framework Slides - pg 66

President's Work Group - Timeline Slides - pg. 80

President's Work Group - Regional Vision Framework Draft - pg 85

President's Proposed Regional Vision Framework Draft - pg 92

Landlord Recruitment and Retention Quarterly Report Addendum - pg 96

Public Comment - Letter to Tri-County Board Members - Pg 99

Zoom Chat - pg 100

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights. або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullamada dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmaha shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

Metro의差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

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

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawn ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services (SHS) Tri-County Planning Body Meeting
Date: May 14, 2025
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) receive an update on and discuss a Training Implementation strategy and receive updates on the Regional Implementation Plan and Metro Council President's Work Group on Future SHS implementation.

Member attendees

Co-chair Mercedes Elizalde (she/her), Co-chair Steve Rudman (he/him), Yoni Kahn (he/him), Cameran Murphy (they/them), Cristina Palacios (she/her), Sahaan McKelvey (he/him), Nicole Larson (she/her), Eboni Brown (she/her), Zoi Coppiano (she/her)

Absent members

Yvette Marie Hernandez (she/her), Mindy Stadtlander (she/her), Monta Knudson (he/him)

Elected delegates

Metro Councilor Christine Lewis (she/her)

Absent delegates

Clackamas County Chair Craig Roberts (he/him), Washington County Chair Kathryn Harrington (she/her), Multnomah County Chair Jessica Vega Pederson (she/her)

Metro staff

Michael Garcia (he/him), Finnegan Budd (they/them), Yesenia Delgado (she/her), Cole Merkel (he/him), Justin Barrieault (he/him), Melia Deters (she/her), Melissa Arnold (She/her), Craig Beebe (He/him)

Kearns & West facilitators

Josh Mahar (he/him), Ariella Dahlin (she/her)

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

Summary of Meeting Decisions

- The TCPB approved the April meeting summary.

Welcome and Introductions

Josh Mahar, Kearns & West, introduced himself, facilitated introductions between Tri County Planning Body (TCPB) members, and reviewed the meeting agenda and logistics.

Co-chair Mercedes Elizalde and Steve Rudman provided opening remarks and reflected that the Regional Implementation Plan is the TCPB's opportunity to highlight the work the body has started and should continue moving forward with a new governance structure.

Tri-County Planning Body Meeting Summary

Decision: Co-chair Elizalde, Co-chair Rudman, Yoni Kahn, Cameran Murphy, Cristina Palacios, Sahaan McKelvey, Nicole Larson, Eboni Brown, Zoi Coppiano, Metro Councilor Christine Lewis **approved the April meeting summary.**

Public Comment

R. Maggie Cornish, Blanchet House and Farm, provided written public comment (see [page 11 in the meeting packet](#)).

Rigo, Centro Cultural, provided verbal public comment.

Margaret Salazar, REACH Community Development, provided verbal public comment.

Conflict of Interest

Cristina noted that Housing Oregon is on Metro's contractor list and could potentially receive future Supportive Housing Services (SHS) funding.

Yoni noted that his employer, Northwest Pilot Project, receives SHS funding, but that he serves on the TCPB to share provider perspectives and does not represent his employer.

Zoi stated that Community Action receives SHS funding.

Sahaan stated that Self Enhancement Inc. (SEI) receives SHS funds. He noted that SHS does not fund his position and that he serves on the TCPB to share provider perspectives.

Cameran shared that they work for Boys and Girls Aid, which receives SHS funding.

Conflict of Interest Discussion

Cameran asked if a conflict of interest needed to be shared during meetings that do not have voting items, noting that it seemed like it was not a valuable use of limited committee time.

Co-chair Rudman added that the counties are represented at the table and vote on items, and they do not have to declare conflicts of interest.

A few TCPB members agreed that the process seemed unnecessary when there are no decision-making items and takes up meeting time.

Josh asked for Metro staff to work internally to see what the requirements are and if there is an alternative process to make it more efficient.

Training Implementation Strategy

Presentation

Cole Merkel, Metro, shared that the TCPB will vote on Technical Assistance and Training Regional Investment Fund (RIF) requests next month, and that this presentation is an overview of the Regional Training Implementation Strategy. He reviewed the TCPB training goal and recommendation language and shared an overview of the training work each county is currently doing.

Justin Barrieault, Metro, reviewed the Strategy's racial equity considerations, which included client-facing needs, agency-to-agency differences, and ensuring the expertise of culturally-specific

Tri-County Planning Body Meeting Summary

providers is centered in both program design and implementation. He shared that the Strategy is grounded in research, guided by the questions:

- What training resources currently exist in our region that encompass the fundamental skills that housing and homeless service workers need to be prepared for the work early in their careers?
- What new resources might need to be created to better support their training?

Justin shared that potential training courses include substance use recovery and mental health; housing service worker case management; basics of housing system navigation; diversity, equity, and inclusion; and trauma-informed care and self-care.

Melia Deters, Metro, provided an overview of research completed on local education and training programs and detailed how existing college programs, traditional health worker programs, and behavioral health certifications do not meet all the training requirements housing service workers have identified they need. She shared that workforce boards are responsible for creating workforce development programs and overseeing services. She noted that there are many benefits to working in coordination with workforce boards and reviewed the possibility of funding intersections.

Cole shared that Strategy #1 is to partner with a community college to develop a training program for first-year housing service workers. He reviewed that deliverables include a 40-hour introductory course, with an estimated cost of \$85,000 from Metro's administrative funds for the first two cohorts and creating the program. He shared that additional cohorts are estimated to cost \$10,000 each. He reviewed the strategy's goals and metrics, and the project timeline will be from February 2025 to September 2026.

Justin shared that Strategy #2 is to identify and scale up existing trainings. He provided an overview of the On-Demand training pilot and its deliverables. He noted that the RIF request would be presented next month, and that Metro's administrative fund would support \$8,600 to support the pilot trainings. He shared that the timeline for the project is from December 2024 – June 2025.

Melia reviewed that potential future implementation strategies include scaling additional regional trainings, partnering with workforce boards, and intersecting with existing behavioral and community health certifications.

Discussion

TCPB members had the following comments.

- **Comment, Co-chair Elizalde:** Great work, Portland Community College is great. My biggest concern is that people will receive lots of training and will not receive additional pay. I want to see increased wages; otherwise, there will still be high turnover. The housing provider sector largely identifies as female, college educated, and Brown, and we are not getting paid adequately.--+ I think a suite of required training for administrators is needed. Those who impose regulations need to understand the programs they are administering. I want to encourage that course development has culturally-specific engagement to integrate rich examples and stories.
- **Comment, Sahaan:** I agree with Co-chair Elizalde, especially around elevating wages when elevating skillsets. I appreciate the concept of building in providers to the process to train and empower each other. I encourage presenting this to providers to see how we can work together to discover what skillsets providers want to impart onto other people. Providers

Tri-County Planning Body Meeting Summary

may not think they do training, but their onboarding and coaching processes are training. I have done guest lecturing at Portland State University (PSU), and one of the biggest things I say to students is to do this work effectively with Black populations; they have to unlearn what they learned at PSU.

- **Comment, Cristina:** If we are going to do job placements, consider finding organizations that are hiring, as some of these organizations do not have hiring budgets.
- **Comment, Yoni:** I agree with Sahaan and Co-chair Elizalde. I recently learned during cross-sector case conferencing that having resource lists to distribute to staff is important. For example, if you cannot fill your prescription, here are five places to look first. The biggest enemy is Googling and calling random numbers for resources. It is important to teach each other through our lived experiences how to best manage the system.
- **Comment, Cameran:** I would like to see more on who is getting the funding and how it trickles down to frontline workers. My agency does not receive funding to pay me better, and if the course educators are going to be pulled from the current provider workforce, they should be paid as educators. Workers who attend these courses also need to be paid when attending the trainings.
- **Comment, Zoi:** This is helpful work. I strongly advocate that supervisors and leadership also receive training around trauma-informed management and equity. Staff do not leave organizations, they leave leadership. I recommend that any providers who support course development be paid for their time.
- **Comment, Co-chair Rudman:** Everything discussed is about developing a training system. We have to get people into this sector of work and train them. Practitioners need to be compensated for their work. Property management needs to be a part of this; it is as important as the service side.
- **Comment, Cameran:** I agree with Co-chair Rudman's comment on property management. Washington County had a landlord liaison, which no longer exists. The burden falls on service providers. We are not lawyers, but we need people who understand housing law and can provide primers on housing law. Having someone facilitate the property management aspect would be helpful. This goal area touches all the other goals, especially the landlord recruitment and employee retention goals.

Cole thanked the TCPB for sharing their feedback for incorporation and noted they will be back next month to present and request approval on the RIF requests.

Regional Implementation Plan Update

Liam Frost, Metro, reflected that when the TCPB first met, the group decided to move forward with implementing the goals to get work started. Now the plan needs to be pieced together as a whole, and that is the purpose of the Regional Implementation Plan. He shared that the plan is a testament to the work that the TCPB has done and is a baton to the future oversight structure to ensure regional work continues.

Kris Smock, Kristina Smock Consulting, shared that she has been hired as a consultant to develop the plan, which will serve as an executive summary of all of the implementation strategies. She shared that she has supported the SHS Oversight Committee on their annual report process for the past three years.

Kris reviewed the draft outline of the plan and noted that each goal area would have around a two-page summary of the strategies. She noted that there is an option to include a cover memo, and asked the TCPB the following feedback questions:

Tri-County Planning Body Meeting Summary

- What do you want stakeholders to know or take away from this report?
- Is anything missing?
- What messaging should be in the cover memo?

Discussion

TCPB members had the following comments and questions.

- **Comment, Yoni:** Regional alignment is a theory of change, it breaks down silos to increase accessibility. For example, healthcare alignment reduces staff burnout, addresses client health, and reduces costs.
 - **Response, Kris:** Please send this language to me over email.
- **Question, Cameran:** I would like to understand the logistics better. How are you getting information to create the plan? When you make it, I want to read it and sign off on it. In the exhibits for regional coordination, the Community Warehouse contract is an example of regionalization, but it is not part of our goals. You are one person, and your lens matters. I want to impart that if you are the sole person filtering this information, you should work with folks to get feedback from other perspectives.
 - **Response, Kris:** The charge I was given is to develop an executive summary of the TCPB's full body of work. I have been reading the meeting minutes, frameworks, goal and recommendation language, implementation plans, and presentations. The goal is to have the TCPB review a draft and provide feedback in the June or July timeframe.
 - **Metro response, Liam:** We have not decided on the process for developing and approving the cover memo. Sometimes the Co-chairs lead the cover memo and are the only signatories. We will work with the Co-chairs on the next steps.
 - **Response, Co-chair Elizalde:** I told Kris that a key theme of this work is to serve the person experiencing homelessness. When thinking of goals and strategies, we are thinking about what makes this easier for the end user to be housed. The end users' experience should not just be survivable, but livable. These are the kinds of themes we can give Kris.
- **Comment, Sahaan:** The framework looks great. The component updates should be part of every section. Regionalism is important because its sum should be greater than its parts. Currently, it is less than that. Our goal is for people to experience a helpful system regardless of where they are.
- **Comment, Co-chair Rudman:** Sahaan and Co-chair Elizalde are both on the Metro Council President's Work Group. Kris helped develop our annual reports when I served on the Affordable Housing Bond Oversight Committee, and she does a great job. We can create a transmittal letter that goes to Metro and the jurisdictions, capturing what we have seen and learned, and what our future hopes are.
- **Comment, Zoi:** I think the links for the exhibits will be important as a tool to share more information with providers. To the outline, I would add a section on the values that center the work we are trying to regionalize. It could be helpful if there were a website link to learn more.
- **Comment, Yoni:** From a values perspective, the biggest success of the TCPB is that its member makeup is from different backgrounds and fields. TCPB members range from elected officials to housing and healthcare providers, and we can have reasonable conversations and discuss barriers and goals to move forward.

Tri-County Planning Body Meeting Summary

- **Question, Nicole:** Who are the intended audiences of this plan? Is it the new governing body?
 - **Metro response, Liam:** It should be accessible to anyone who experiences or works in homelessness. Other audiences include the future governing structure and service providers.
 - **Response, Nicole:** A cover letter would be helpful then and would help convey a story and integrate the values others have shared.

Kris asked TCPB members to share feedback in writing by the end of next week (May 23, 2025).

Metro Council President's Work Group on SHS Reform Updates

Melissa Arnold, Metro, provided an update on the Metro Council President's Work Group on the future of SHS funding. She reviewed the Work Group's timeline and what topics were discussed at each meeting. She shared that four key themes for a vision have formed: an aligned system, people-centered work, robust infrastructure, and improved outcomes, including system audits and evaluations. She noted that the group will meet two more times and that Metro Council will receive the breadth of the Work Group's feedback.

Melissa shared that at the most recent Work Group meeting on Monday, May 12, the group discussed Metro Council President Lynn Peterson's proposal and focused on shared processes and structures that lead to more accountability, outcomes, and response to system needs. She stated that Metro will share materials from that meeting.

Melissa reviewed Metro Council's action timeline. Metro Council reviewed the draft ordinances in January and will revisit them in June. In April, Metro Council approved an ordinance that allowed SHS spending for one-time investments and recently distributed \$15 million to Multnomah County to give City of Portland as requested by Mayor Keith Wilson.

TCPB members had the following comments and questions.

- **Question, Cameran:** Can you speak to the webinar with the auditor that is TBD on the timeline? Are there timing constraints that mean this Work Group must end in June?
 - **Metro response, Melissa:** That webinar is no longer happening, and the Work Group only has two more meetings.
 - **Metro response, Craig Beebe:** The Work Group is only expected to work through mid-June, given summer schedules. There are no plans for additional meetings.
- **Comment, Co-chair Rudman:** I suggest that this agenda item move to the beginning of the next meeting, so we can hear from Sahaan and Co-chair Elizalde on their experience serving on the Work Group.

Closing and Next Steps

Co-chair Rudman provided closing remarks.

Josh thanked everyone for participating and reviewed the next steps.

Next steps:

- Metro staff to work internally to see if there is an alternative conflict of interest process when there are no decision-making items.

Tri-County Planning Body Meeting Summary

- TCPB members to share feedback and written comments on the regional implementation plan with Kris by May 23, 2025.
- Metro staff to connect with Co-chairs on the regional implementation plan memo.
- Next meeting: June 11, 4:00-6:00 pm
 - Training and Technical Assistance
 - Metro Council President's Work Group

Adjourn

Adjourned at 5:55 p.m.

Landlord Recruitment and Retention Progress Report- FY 24-25, Q3 (Jan-Mar 2025)

Goal

The goal of this project is to increase the availability of readily accessible and appropriate housing units for service providers.

Strategies within this goal include:

1. Communication and education plan
2. Align financial incentives
3. Tracking and access to unit inventory
4. Prioritize quality problem-solving services
5. Investigate needs for property management

More information about this plan available at:

<https://www.oregonmetro.gov/sites/default/files/2024/05/02/Regional-Landlord-Recruitment-Plan-20240301.pdf>

Deliverables and Milestones

Communication and education plan

- Contract with a consultant to design, conduct, and evaluate a communications campaign, focused on landlords, *by July, 2025*.

Align financial incentives

- Contract with a consultant to conduct research; strategic engagement with interviews and focus groups; create a landscape of existing financial incentives and costs; and draft a memo outlining recommendations to align financial incentives across the region *by July, 2025*.

Tracking and access to unit inventory

- Multnomah County will conduct a pilot using Housing Connector to connect tenants served by housing programs to rental units. The pilot will conclude *by July, 2026*.

Prioritize quality problem-solving services

- Clackamas County will conduct a pilot to support tenants and landlords by providing additional resources and expediting access to existing resources to maintain rental housing. The pilot will launch *by December, 2025*.

Investigate needs for property management

- Contract with a consultant to conduct research; strategic engagement with interviews and focus groups; and draft a memo of recommendations about how to increase mission-driven property management *by July, 2025*

Status updates

Major accomplishments/milestones in current reporting period Q3 (January 1, 2025-Mar 31, 2025) and planned for next reporting period Q4 (April 1, 2025- June 30, 2025):

Strategy #1: Communication and education plan

Q1	N/A- quarterly reporting template not yet established
Q2	N/A- quarterly reporting template not yet established
Q3 Current	<ul style="list-style-type: none">• Determined this work could not be conducted in-house at Metro and a consultant was needed• Work with regional workgroup to design scope of work for campaign consultant• Conducted a procurement process to identify qualified consultants
Q4 Next	<ul style="list-style-type: none">• Contract with consultant• Research and design the campaign• Conduct the communications campaign

Strategy #2: Align financial incentives

Q1	N/A- quarterly reporting template not yet established
Q2	N/A- quarterly reporting template not yet established
Q3 current	<ul style="list-style-type: none">• Launch incentives web page• Wrote scope of work and conducted a procurement process• Contract with Focus Strategies• Focus Strategies reviews documents, collects incentives information, conducts key informant interviews with counties, public housing authorities, and state contacts• Strategic engagement with landlords and landlord liaisons• Scan of research and best practices
Q4 next	<ul style="list-style-type: none">• Conduct engagement with people with lived experience• Complete landscape of landlord incentives across the region• Complete a list of recommendations to align financial incentives across the region, including cost estimates

Strategy #3: Tracking and access to unit inventory

Q1	N/A- quarterly reporting template not yet established
Q2	N/A- quarterly reporting template not yet established
Q3 current	<ul style="list-style-type: none">• HC continues to train case managers in Community Hub• Send out weekly vacancy list• Host feedback sessions in order to improve Community Hub
Q4 next	<ul style="list-style-type: none">• Host training for case managers at HSD Provider Conference

	<ul style="list-style-type: none"> Collaborate with other landlord engagement organizations on a landlord engagement survey
--	--

Strategy #4: Prioritize quality problem-solving services

Q1	N/A- quarterly reporting template not yet established
Q2	N/A- quarterly reporting template not yet established
Q3 current	<ul style="list-style-type: none"> Preliminary planning and consideration
Q4 next	<ul style="list-style-type: none"> Convene cross-divisional workgroup to design program framework Engage with Housing Rights and Resources team to align with existing services Coordinate with Public and Government Affairs (PGA) to initiate website development plan Develop comprehensive timeline outlining key milestones for program preparation and launch

Strategy #5: Investigate needs for property management

Q1	N/A- quarterly reporting template not yet established
Q2	N/A- quarterly reporting template not yet established
Q3 current	<ul style="list-style-type: none"> Wrote scope of work and conducted a procurement process Contract with Focus Strategies Focus Strategies reviews documents, collects property management information, conducts key informant interviews with property management staff and companies, non-profit housing providers, and administrators of risk mitigation programs Scan of research and both local and national best practices
Q4 next	<ul style="list-style-type: none"> Conduct engagement with people with lived experience Complete a list of recommendations about how to increase mission-driven property management, including cost estimates

Metrics and Outcomes

Strategy #1: Communication and education plan

Metric	Goal	Timeline	Data Source	Result
Reach landlords/property owners/ property management	200	One-time	Future qualitative data source to be identified	FY: n/a
Additional Metrics TBD with assistance by consultant				

Comments on Results: Plan is being implemented to design the communications campaign. Reporting on metrics will be available after the conclusion of the campaign. In the meantime, we will continue to develop goals and specifics to these metrics. Note, baseline column was deleted because this is a new campaign for which there was no previous data.

Strategy #2: Align financial incentives

This strategy concludes with a memo including both a landscape of existing financial incentives and recommendations for further regional alignment. The goals of this strategy are apparent in the task description. The completion date of July, 2025, will serve as the benchmark for the success of this goal.

Strategy #3: Tracking and access to unit inventory

Metric	Goal	Timeline	Data Source	Result
Number of property partners gained	30 (by July, 2026)	Quarterly	Salesforce	216
Number of property units listed	230 (by July, 2026)	Quarterly	Salesforce	510
Percentage of units below FMR	70%	Quarterly	Salesforce	98%
Number of households housed	72 (by July, 2026)	Quarterly	Salesforce	44
Number of People housed	330 (by July, 2026)	Quarterly	Salesforce	82

Comments on results: (enter any comments here) Note, baseline column was deleted because this is a new program for which there was no previous data.

Strategy #4: Prioritize quality problem-solving services

Metric	Goal	Timeline	Data Source	Baseline	Result
Decrease in evictions among voucher-holders	Decrease by 10%	quarterly	TBD		N/A
Landlords report they feel they have the information and support they need	90%	annual	survey		N/A
Decrease in costs due to tenant-caused damages	Decrease by 5%	quarterly	TBD		N/A

Comments on results: This strategy is still in planning phases. Reporting on metrics will be available after the pilot program launches in December, 2025.

Strategy #5: Investigate needs for property management

This strategy concludes with a memo, making recommendations to strengthen the property management services across the region, specifically at affordable housing and housing program sites. The goals of this strategy are apparent in the task description. The completion date of July, 2025, will serve as the benchmark for the success of this goal.

Budget- Annual

Item	Cost
Strategy #1: Communication and education plan	\$50,000-150,000
Strategy #2: Align financial incentives	\$100,000
Strategy #3: Tracking and access to unit inventory*	\$810,000
Strategy #4: Prioritize quality problem-solving services	\$500,000
Strategy #5: Investigate needs for property management	\$50,000-100,000
Existing work	
Risk Mitigation program	\$6,000,000
Support staffing for County landlord liaison	\$300,000-400,000
Total	\$7,810,000-\$8,060,000

Financial report

Although this progress report will be provided on a quarterly basis, financial reporting will be provided on an annual basis for the following reasons:

- There is limited spending on a quarterly basis and actionable changes are difficult to implement on a quarterly basis
- SHS financial reporting includes spending on regional goals, and can be consulted quarterly: <https://www.oregonmetro.gov/public-projects/supportive-housing-services/progress>
- Annual reporting with narratives for clarification on regional goals is in alignment with financial reporting and narratives for overall SHS reporting
- When TCPB has approved all 6 identified regional goals and their strategies, quarterly financial reporting on all goals will become administratively burdensome
- Broader conversations about funding for regional strategies require resolutions before specifics on regional financial reporting can be defined

- Annual financial reporting was the recommendation from Metro housing finance manager

Spending Narrative

In the future, this section will include a narrative on the specific funding spent to further these strategies within this goal area on an annual basis.

Coordinated Entry Progress Report- FY 24-25, Q3 (Jan-Mar 2025)

Goal

The goal of this project is to make Coordinated Entry more accessible, equitable and efficient for staff and clients.

Strategies within this goal include:

1. Regionalize visibility of participant data
2. Align assessment questions
3. Regionalize approaches to prioritization for racial equity
4. Regionalize approach to case conferencing

More information about this plan available at:

https://www.oregonmetro.gov/sites/default/files/2024/11/21/Coordinated-Entry-Regional-Implementation-Plan_0.pdf

Deliverables and Milestones

Regionalize visibility of participant data

- List of potential data visibility changes complete by *October 2025*
- Implement changes to HMIS, relevant ROIs and privacy notices *between August 2026 and February 2027*

Align assessment questions

- Create draft of proposed assessment changes- draft of common assessment questions by *August 2025*
- Once all necessary approvals have been made, implement changes in HMIS, train staff, make necessary changes to reporting *between August 2026 and February 2027*

Regionalize approaches to prioritization for racial equity

- Finalized proposed list of prioritization factors *by July 2025*
- Updated prioritization policy adopted by counties and full implementation *between December 2026 and June 2027*

Regionalize approach to case conferencing

- Statement of shared purposed for case conferencing, co-created by the three counties *by June 2025*
- Implementation of strategies *between August 2026 and February 2027*

Status updates

Major accomplishments/milestones in current reporting period Q3 (Jan 1 2025- March 31, 2025) and planned for next reporting period Q4 (April 1, 2025- June 30, 2025):

Strategy #1: Regionalize visibility of participant data

Q1	N/A- plan not yet approved
Q2 past	<ul style="list-style-type: none"> • CE Regional Implementation Plan approved by TCPB • Confirmed the current data visibility capabilities between counties
Q3 current	<ul style="list-style-type: none"> • Draft language to propose options for changes to the existing visibility capabilities • Begin discussions with regional HMIS governance boards
Q4 next	<ul style="list-style-type: none"> • Collect feedback from service providers • Continue to hone draft changes to visibility capabilities

Strategy #2: Align assessment questions

Q1	N/A- plan not yet approved
Q2 past	<ul style="list-style-type: none"> • CE Regional Implementation Plan approved by TCPB • Gathered detailed data on all existing County assessment questions, including specific information in HMIS and drop-down list options • Map assessment questions so the information is in an actionable format
Q3 current	<ul style="list-style-type: none"> • during in-person meeting, come to consensus about aligning similar and unique questions currently being asked by counties. • Discuss and explore how people needing services may access CE systems across the counties
Q4 next	<ul style="list-style-type: none"> • Conduct question-specific focus groups to draft language for some regionally aligned questions such as DV experience/history and veteran status • Come to consensus about language used in some aligned questions • Consider adding questions to the regionally aligned assessments to support Medicaid eligibility, cross-systems case conferencing, PSH eligibility, equity, prioritization, and pop A/B status

Strategy #3: Regionalize approaches to prioritization for racial equity

Q1	N/A- plan not yet approved
Q2 past	<ul style="list-style-type: none"> • CE Regional Implementation Plan approved by TCPB • Reviewed and analyzed existing racial equity analyses previously conducted by each county • Identified common threads among these analyses
Q3 current	<ul style="list-style-type: none"> • Share between counties about existing prioritization strategies • Consider whether to build on aspects of existing prioritization strategies or to begin anew to determine prioritization approach
Q4 next	<ul style="list-style-type: none"> • Make decision to build on aspects of existing prioritization strategies and begin to determine each county's aligned prioritization approach • Analyze demographic data from each county to determine differences and similarities across county populations and inform prioritization approaches

Strategy #4: Regionalize approach to case conferencing

Q1	N/A- plan not yet approved
-----------	----------------------------

Q2 past	<ul style="list-style-type: none"> CE Regional Implementation Plan approved by TCPB
Q3 current	<ul style="list-style-type: none"> Counties share dates for own county case conferencing meetings and sign up for case conferencing meetings in other counties to gather information about what is happening Counties track questions and learning from observing these meetings
Q4 next	<ul style="list-style-type: none"> Create sub-group of case conferencing specialists in each county to identify and align around a statement of shared purpose for case conferencing across the region

Metrics and Outcomes

*Strategy #1: Regionalize visibility of participant data: Because this goal is largely in support of the other goals articulated in this plan, the metrics associated with those goals also serve as success measures for this goal. Additionally, due to the effort required to agree upon and implement changes to HMIS in multiple counties, the end date of **February, 2027**, can serve as the primary benchmark for the success of this goal. As the plan develops, additional metrics may be added to support this goal.*

Strategy #2: Align assessment questions

Metric	Goal	Timeline	Data Source	Baseline	Result
Assessor experience is improved	A goal will be set by regional workgroup	Annual	Future qualitative data source to be identified	TBD	FY: n/a
People seeking housing experience is improved	A goal will be set by regional workgroup	Annual	Future qualitative data source to be identified	TBD	FY: n/a
Coordinated entry participants experience streamlined connections to service options fitting their needs	A goal will be set by regional workgroup	Quarterly	HMIS data on time between date of initial assessment to referral Future qualitative data source to be identified	TBD	Q1: n/a Q2: n/a Q3: Q4:

Comments on Results: *Plan is being implemented to design changes to systems and processes. These changes have not yet been made. Once changes have been made and time has passed with these changes implemented, reporting on metrics will begin. In the meantime, we will identify baselines and continue to develop goals and specifics to these metrics.*

Strategy #3: Regionalize approaches to prioritization for racial equity

Metric	Goal	Timeline	Data Source	Baseline	Result
--------	------	----------	-------------	----------	--------

Increase in prioritization rate for racial and ethnic groups disproportionately impacted by homelessness a (i.e., referral rate > assessment rate for disadvantaged demographics)	A goal will be set by regional workgroup	Quarterly	HMIS data on coordinated entry assessments and referrals disaggregated by race and ethnicity	TBD	Q1: n/a Q2: n/a Q3: Q4:
People with lived experience of homelessness support the new prioritization factors and assessment questions	80% of black, indigenous, and other people of color with lived experience of homelessness who are surveyed support the new model	One-time	Survey at step 12 (closing the feedback loop)	N/A (no way to measure a baseline for support of a new assessment)	n/a

Comments on Results: *Plan is being implemented to design changes to systems and processes. These changes have not yet been made. Once changes have been made and time has passed with these changes implemented, reporting on metrics will begin. In the meantime, we will identify baselines and continue to develop goals and specifics to these metrics.*

Strategy #4: Regionalize approach to case conferencing

Metric	Goal	Timeline	Data Source	Baseline	Result
Reduced length of time from assessment to match, and match to move-in for those who are case conferenced.	A goal will be set by regional workgroup.	Quarterly	HMIS data related to average length of time in each phase of coordinated entry. By-name list data for those who are case conferenced.	TBD	Q1: n/a Q2: n/a Q3: Q4:
Better attendance and more frequent participation in case conferencing by providers.	A goal will be set by regional workgroup.	Quarterly	Case conferencing attendance tracking mechanisms and/or participant surveys, to be identified during Phase 2 of this plan.	TBD	Q1: n/a Q2: n/a Q3: Q4:
Greater provider satisfaction with case conferencing meetings.	A goal will be set by regional workgroup	Annual	participant surveys, to be identified during Phase 2 of this plan.	TBD	n/a

Comments on results: *Plan is being implemented to design changes to systems and processes. These changes have not yet been made. Once changes have been made and time has passed with these changes implemented, reporting on metrics will begin. In the meantime, we will identify baselines and continue to develop goals and specifics to these metrics.*

Budget- Annual

Item	Budget
Strategy #1: Data Visibility	\$200,000
Strategy #2: Assessment Alignment	\$50,000
Strategy #3: Prioritization	\$200,000
Strategy #4 Case Conferencing	\$745,000
Total Budget	\$1,195,000

Financial report

Although this progress report will be provided on a quarterly basis, financial reporting will be provided on an annual basis for the following reasons:

- There is limited spending on a quarterly basis and actionable changes are difficult to implement on a quarterly basis
- SHS financial reporting includes spending on regional goals, and can be consulted quarterly: <https://www.oregonmetro.gov/public-projects/supportive-housing-services/progress>
- Annual reporting with narratives for clarification on regional goals is in alignment with financial reporting and narratives for overall SHS reporting
- When TCPB has approved all 6 identified regional goals and their strategies, quarterly financial reporting on all goals will become administratively burdensome
- Broader conversations about funding for regional strategies require resolutions before specifics on regional financial reporting can be defined
- Annual financial reporting was the recommendation from Metro housing finance manager

Spending Narrative

In the future, this section will include a narrative on the specific funding spent to further these strategies within this goal area on an annual basis.

PSH Technical Assistance Demonstration Project Progress Report- FY 25, Q3-Q4 (partial) (Jan 1-May 31, 2025)

Goal

The goals of this project are to identify opportunities for regionalizing technical assistance, learn best practices in PSH delivery from culturally specific providers and support the regional goal of helping clients stay housed by understanding which PSH interventions are necessary and helping to operationalize them.

The primary strategy advancing these goals is Metro's Permanent Supportive Housing Technical Assistance Demonstration and Research Project.

Additionally, as Metro works with the counties to help them develop their RIF asks to support their pre-established technical assistance offerings, the project aims to help the four jurisdictions understand roles and responsibilities around these important efforts and serve as an appropriate first step toward regionalizing technical assistance.

More information about this plan available at: https://www.oregonmetro.gov/sites/default/files/metro-events/2025-02-12-tcpb-meeting-packet-archival_0.pdf

Deliverables and Milestones

**Note: these dates have shifted by two months from the original implementation strategy presentation due to longer than anticipated contract negotiation and LOI review period.*

Pre-plan, select and pair providers and consultants

- Scope project including launching and scoring consultant RFP and provider LOI *by March 2025*
- Select consultants, providers and pair them to begin work *by May 2025*

Conduct organizational analysis and launch community of practice

- TA consultants and PSH providers work individual to complete organization analysis unique to each organization with recommended TA strategies *by July 2025*
- Metro and facilitator plan and launch monthly community of practice cohort *by June 2025*

Pilot and measure TA interventions as identified in organizational analysis

- TA consultant and PSH provider work on individualized technical assistance interventions *by Dec 2025*
- Community of Practice Cohort meets monthly bringing all providers and consultants together to identify best practices *through Dec 2025*

Assess results; identify possibilities of scaling

- At project's conclusion, receive analyze and assess all reports from consultants *by Jan 2026*

- Integrate learnings into PSH policy recommendations *by Jan 2026*
- Identify opportunities to expand TA support and report to TCPB *sometime in spring 2026*

Status updates

Major accomplishments/milestones in current reporting period Q3 (Jan 1, 2025-March 31, 2025) and to date for Q4 (Jan 1, 2025-May 31, 2025):

Work Phase #1: Pre-plan, select and pair providers and consultants

Q3	<ul style="list-style-type: none"> • Consultant RFP closed, scored • PSH Provider LOI launched, closed and scored in collaboration with counties
Q4 Current	<ul style="list-style-type: none"> • Contracts negotiated with the following PSH consultants: <ul style="list-style-type: none"> ○ Focus Strategies (partnering with two PSH providers along with subcontractor DISH (Delivering Innovation in Supportive Housing), a culturally specific PSH provider based out of San Francisco) ○ Advocates for Human Potential (partnering with two PSH providers) ○ Homebase (planning and facilitating monthly cohort) • Grants awarded to the following PSH service providers: <ul style="list-style-type: none"> ○ Bradley Angle (mainstream provider with culturally responsive program) ○ El Programa Hispano Católico (EPHC) (Culturally specific provider) ○ Greater New Hope Family Services (Culturally specific provider) ○ Immigrant and Refugee Community Organization (IRCO) (Culturally specific provider) <ul style="list-style-type: none"> ▪ <i>Note: The cohort makeup meets Metro's initial goal of having three culturally specific providers and providers with SHS contracts in Clackamas, Multnomah and Washington Counties.</i> • Providers will be paired with their consultants by June 30, 2025 to formally launch the project.

Work phase #2: Conduct organizational analysis and launch community of practice

Q3	<ul style="list-style-type: none"> • Organizational analysis framework developed
Q4 Current	<ul style="list-style-type: none"> • Organizational analysis framework finalized and shared with consultants in contracts • Community of practice cohort framework developed, shared with Homebase to develop curriculum arc for six meetings.
Q1 FY 26 next	<ul style="list-style-type: none"> • Once paired and launched with project launched, PSH consultants will work with providers to conduct organizational analysis for up to two months identifying PSH best practices organization is already implementing and opportunities for technical assistance intervention to strengthen PSH. • Monthly cohort will be an opportunity for two-way learning from local PSH providers and national experts.

Work phase #3: Pilot and measure TA interventions as identified in organizational analysis

Q3	<ul style="list-style-type: none"> • See above
Q4	<ul style="list-style-type: none"> • See above

Current	
Q1 FY 26 next	<ul style="list-style-type: none"> Building off the organizational analysis findings, and working in tandem with the PSH provider, consultant and provider will spend final four months of project implementing technical assistance solutions and reporting to Metro on results. Monthly cohort will be an opportunity for two-way learning from local PSH providers and national experts.

Work phase #4: Assess results, identify possibilities of scaling

Q2 FY 26 following	<ul style="list-style-type: none"> Findings from project will inform Metro's PSH policy work, including helping to identify similarities and differences in PSH implementation across the region and service interventions to support communities of color to inform culturally responsive care. All work developed by consultants will create the foundation for a technical assistance library to support future technical assistance efforts Metro and counties work collaboratively to identify additional opportunities to regionalize technical assistance
--------------------	---

Metrics and Outcomes

Metric	Goal	Result
Local and national best practices inform PSH policy development and implementation	Pair four PSH culturally specific PSH providers with up to four consultants to conduct organizational assessment of PSH implementation	PSH Providers will be paired with consultants by June 2025, organizational analysis completed in two months (by August 2025)
	Benchmark organization to nationally outlined best practices while learning best practices from culturally specific providers	Goal is built into organizational analysis framework for consultant as well as end of pilot report, which will be completed with the close of the project at the end of the 2025 calendar year/early 2026
	Convene and leverage community of practice cohort for deeper learning	Community of practice cohort will meet monthly beginning in summer 2025 through end of project to facilitate learning amongst providers, consultants and national experts.
Technical assistance interventions are measured to influence scaled future implementation	All learnings inform Metro's PSH policy work	Throughout project, TA interventions will be documented, measured and shared with Metro to help inform ongoing PSH policy work and regional implementation.

Budget- Project

Description	Cost
Consultant services (four PSH consultants working with providers)	\$215,840
Provider grant (a grant of up to \$35,000 per participating organization to cover costs associated with participation and technical assistance strategies)	\$140,000
Additional costs (e.g. materials translation, interpretation services, honoraria funding for cohort meetings)	\$60,638
Total	\$416,478

Note: This budget is being provided by Metro's admin funds and does NOT require RIF approval; budget subject to change based on RFP contracting processes

Financial report

Although this progress report will be provided on a quarterly basis, financial reporting will be provided on an annual basis for the following reasons:

- There is limited spending on a quarterly basis and actionable changes are difficult to implement on a quarterly basis
- SHS financial reporting includes spending on regional goals, and can be consulted quarterly: <https://www.oregonmetro.gov/public-projects/supportive-housing-services/progress>
- Annual reporting with narratives for clarification on regional goals is in alignment with financial reporting and narratives for overall SHS reporting
- When TCPB has approved all 6 identified regional goals and their strategies, quarterly financial reporting on all goals will become administratively burdensome
- Broader conversations about funding for regional strategies require resolutions before specifics on regional financial reporting can be defined
- Annual financial reporting was the recommendation from Metro housing finance manager

Spending Narrative

- Initial grant funds (\$10,000 of the total \$35,000 grant) have been distributed to participating PSH providers to support their work in the project. They will be able to request the additional up to \$25,000 upon approval of their technical assistance strategies.
- Consultant contracts have been signed, which they will bill against starting in June 2025.



Tri-County Planning Body Regional Plan

August 2025

**INITIAL DRAFT as of 6/4/25
FOR TCPB AND COUNTY REVIEW**

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 that requires that no person be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination on the basis of race, color or national origin under any program or activity for which Metro receives federal financial assistance.

Metro fully complies with Title II of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act that requires that no otherwise qualified individual with a disability be excluded from the participation in, be denied the benefits of, or be subjected to discrimination solely by reason of their disability under any program or activity for which Metro receives federal financial assistance.

If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at trimet.org.

TABLE OF CONTENTS

Introduction	1
The role of regionalism in supportive housing services	2
Development of the TCPB Regional Plan	3
Coordinated entry	5
Regional landlord recruitment	7
Healthcare system alignment	10
Technical assistance	13
Training	15
Employee recruitment and retention	17
Next steps	18
Exhibits	19

INTRODUCTION

In May 2020, voters in greater Portland took a historic step to address the homelessness crisis by approving a new funding source to support housing access and stability for people across our region. The supportive housing services fund, or SHS, supplements existing local, state and federal resources with flexible funding that increases the region's capacity to meet the needs of people experiencing homelessness and housing insecurity.

The SHS fund has supported a significant expansion of our region's homelessness response system. SHS tax revenue is distributed by Metro to Clackamas, Multnomah and Washington counties to invest in programs and services to meet the needs in their communities. The three county governments work in partnership with nonprofit and community-based organizations to provide a continuum of services in alignment with local implementation plans and regional goals.

Metro Council convened the tri-county planning body, or TCPB, to support coordination and alignment of SHS program implementation and to regionalize appropriate aspects of the counties' SHS work. Five percent of SHS funds are reserved for a regional investment fund, or RIF, designed to support SHS alignment, coordination and outcomes at a regional level. The TCPB guides RIF investments and also supports the development of regional strategies funded by Metro's SHS administrative budget.

The TCPB identified six goals to strengthen SHS implementation through regional solutions:

- **Coordinated entry:** Assess opportunities for regional coordination to make coordinated entry more accessible, equitable and efficient for staff and clients
- **Landlord recruitment:** Identify areas where regionalization can increase the availability of accessible and appropriate housing units for service providers
- **Healthcare system alignment:** Promote greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them
- **Training:** Support regional training that provides service providers with access to the knowledge and skills required to operate at a high level of program functionality, prioritizing the needs of culturally specific providers
- **Technical assistance:** Support regional technical assistance and capacity building investments to ensure organizations have the support required to operate at a high level of functionality, prioritizing culturally specific providers
- **Employee recruitment and retention:** Establish regional standards for county contracts with SHS-funded agencies and providers to achieve livable wages for direct service staff

This Regional Plan summarizes the implementation strategies the TCPB has developed to achieve these goals, provides an overview of progress to date, and outlines the next steps for advancing this essential work.

THE ROLE OF REGIONALISM IN SUPPORTIVE HOUSING SERVICES

Homelessness and housing are issues that lend themselves to a regional approach. Where people live and work is not confined by jurisdictional boundaries. Many of the resources and supports that are essential to addressing homelessness — housing, healthcare, employment, transportation — also exist and operate across jurisdictional lines. Similarly, the system-level barriers and challenges that underlie housing instability and homelessness cannot be tackled at a local jurisdictional level.

A commitment to regionalism is one of the SHS fund's guiding principles, based on a recognition that solving the homelessness crisis will require an unprecedented level of coordination across jurisdictions and systems. A regional approach has the potential to strengthen each county's efforts to meet the needs of people experiencing homelessness by:

- Supporting equitable and seamless connections to services across jurisdictions
- Setting regional standards for program implementation and policies
- Strengthening connections with resources and wraparound supports to meet each person's needs
- Supporting coordinated solutions to address systems-level challenges

Regional coordination can also increase the effectiveness and cost-efficiency of SHS investments by:

- Creating opportunities for jurisdictions to collaborate on program design, pilot innovative program models, and share lessons and best practices
- Centralizing administrative functions to reduce duplication and create opportunities for cost sharing across counties

While regionalism has the potential to create a more effective and integrated system of care, it is also challenging work that is difficult to implement. For regionalism to succeed, partner jurisdictions and organizations must be able to prioritize the system as a whole over their own individual interests and needs. Creating regionally consistent policies and procedures can also be time consuming and complex, requiring alignment across systems and structures that were developed to meet local needs. Decision making about regional priorities can also be challenging, requiring coordination and agreement across multiple leadership structures and decision-making bodies.

Metro and the counties have worked together since SHS launched to coordinate on the development and implementation of regional policies, guidelines and procedures (see Exhibit B for examples). Recognizing the importance and challenges of regionalism in SHS implementation, Metro established the TCPB to provide added value to these coordination efforts. The TCPB brings together people from diverse backgrounds and perspectives — jurisdictional leaders, service providers, representatives from other sectors and people with lived experience of homelessness — to work collaboratively to identify barriers to SHS implementation and develop regional strategies and solutions.

DEVELOPMENT OF THE TCPB REGIONAL PLAN

The TCPB is charged with identifying regional goals and developing a Regional Plan with recommendations and strategies for addressing the regional goals. The TCPB charter highlights several issue areas as priorities for the TCPB's regional planning work:

- Regional capacity: strengthening regional supportive housing capacity including regional long-term rent assistance and culturally specific housing and services
- Systems alignment: coordination and integration between the housing and homeless service systems as well as other systems serving people experiencing homelessness
- Standards and metrics: coordination and alignment on definitions, program standards, performance metrics, system indicators, program evaluation and data

The TCPB worked with Metro and the counties to identify regional planning priorities based on an assessment of challenges and opportunities within each of these issue areas. With support from Metro and county staff, TCPB members then researched areas of potential work to address the challenges and opportunities. This information-gathering process was informed by presentations from issue experts, input from service providers and other partners, and additional research and analysis by technical consultants.

TCPB members then engaged in a multi-step process to prioritize among the potential areas of work. The prioritization was guided by the goal of leveraging the power of regionalism to improve the experiences of people served by SHS-funded programs and support their long-term stability and well-being. The focus was on strategies that would strengthen the region's homeless services through systems change, systems alignment and regional integration.

Based on this prioritization process, in May 2023, the TCPB adopted goals and recommendations in six issue areas:

- Coordinated entry
- Regional landlord recruitment
- Healthcare system alignment
- Training
- Technical assistance
- Employee recruitment and retention

The development of implementation strategies for each of the goals involved extensive engagement with jurisdictional staff, service providers and other partners as well as best practices research, landscape analysis and model design work conducted in collaboration with issue experts and consultants. This process was guided by a Racial Equity Lens Tool analysis to ensure all the strategies center and advance racial equity.

Implementation strategies for each goal were developed independently to expedite progress in moving forward the TCPB's work. TCPB members envisioned the Regional Plan as a living document, built as recommendations and implementation strategies were

adopted. In alignment with SHS governance policies, the implementation strategies were formally approved by the TCPB members and the SHS oversight committee as they were completed, with the final strategies approved in July 2025:

Implementation strategy	Approved by TCPB	Approved by SHS oversight committee
Regional landlord recruitment	March 2024	April 2024
Coordinated entry	October 2024	October 2024
Technical assistance	February 2025 ¹	June 2025
Healthcare system alignment	April 2025	April 2025
Training	July 2025	July 2025
Employee recruitment and retention	July 2025	July 2025

The approved implementation strategies incorporate several inter-connected approaches to regionalism:

- Setting regional standards for policies, procedures and approaches to ensure consistency and facilitate greater alignment and integration across jurisdictions
- Consolidating administrative functions across the three counties to achieve cost efficiencies, maximize available capacity and increase effectiveness
- Testing new strategies through local pilots to determine whether they should be scaled up regionally and to inform broader implementation
- Leveraging regional resources and capacity to develop cross-sector initiatives and advance systems change

Funding for the implementation strategies comes from a combination of RIF resources and Metro’s SHS administrative funds. Each approved implementation plan includes a detailed line-item budget with information on estimated costs and projected funding sources.

This report provides a brief overview of each implementation strategy along with an update on progress to date. Links to the approved implementation plans for each goal are available in Exhibit A.

¹ An initial version of the technical assistance implementation strategy was approved in February. An updated version will be presented to the TCPB for approval in July.

COORDINATED ENTRY

Coordinated entry is a centralized process used to assess, refer and connect people in crisis to appropriate housing and services. Each county's homeless services system uses a coordinated entry system, as required by the federal Department of Housing and Urban Development. The counties have all made significant improvements to their coordinated entry systems since SHS launched to streamline service navigation and improve equitable access to services. While all three systems have some commonalities, each county uses different assessment tools and processes.

Achieving greater consistency and alignment across counties' coordinated entry systems is a key step toward creating an integrated regional homeless services system with no wrong doors to entry. The TCPB's coordinated entry goal aims to ensure that people seeking services across the region have a similar experience and are able to access services in a streamlined and coordinated way no matter where they try to access assistance. It also supports the development of regional prioritization strategies to strengthen equitable access to services and reduce racial disparities in homelessness. To support this work, a regional coordinated entry workgroup comprised of Metro and county staff has been meeting regularly to facilitate ongoing planning and coordination.

Implementation strategies

Strategy 1: Regionalize visibility of participant data

Through this strategy, the three counties will make the necessary changes to their data infrastructure to increase visibility of client records in instances where households seek services in multiple counties. This will improve the ability of service providers to collaborate, reduce duplication of effort, and improve the quality of services that can be provided to households with ties to multiple communities across the region.

Strategy 2: Align assessment questions

Households seeking to move across county lines or access services in more than one county face the burden of extensive reassessment and potential re-traumatization. Through this strategy, the three counties will align assessment practices to streamline cross-county access to housing and services by reducing the need for reassessment in different counties. The counties and Metro will map out similarities in the counties' coordinated entry assessment questions and explore strategies for data sharing across counties.

Strategy 3: Regionalize approaches to prioritization for racial equity

This strategy will build on ongoing efforts by the counties to address racial disparities by implementing equity-focused access, assessment and prioritization strategies. The counties and Metro will identify vulnerability factors that disproportionately impact communities of color in the region and conduct a coordinated entry pilot to prioritize persons affected by these vulnerabilities for housing referral.

Strategy 4: Regionalize an approach to case conferencing

Case conferencing is a critical tool in each county's coordinated entry system. Aligning case conferencing practices across jurisdictions will create a more consistent experience for those seeking services and systematize expectations for providers. This strategy will facilitate sharing of information and best practices across counties and allow each county to capitalize on opportunities for alignment, with the goal of developing regional standards for case conferencing practices.

Budget

	<u>Estimated budget</u>
Strategy 1: Regionalize visibility of participant data	\$200,000
Strategy 2: Align assessment questions	\$50,000
Strategy 3: Regionalize approaches to prioritization for racial equity	\$200,000
Strategy 4: Regionalize an approach to case conferencing	\$745,000
Total	\$1,195,000

Progress to date

Consulting firm Homebase is supporting Metro and the coordinated entry workgroup on implementation of the four strategies. This section summarizes progress to date.

- **Strategy 1 – Regionalize visibility of participant data:** Metro and the workgroup confirmed current data visibility capabilities between the counties, drafted language to propose changes to the existing visibility policies, and began discussions with HMIS governance bodies to determine the steps needed to make changes. Changes are expected to be implemented between August 2026 and February 2027.
- **Strategy 2 – Align assessment questions:** Metro and the workgroup gathered data on existing county assessment questions and then mapped and analyzed the questions to reach agreement on areas of potential alignment across assessments. Work is also underway to explore how people needing services may access coordinated entry systems across the region. Alignment of assessment questions is expected to be completed between August 2026 and February 2027.
- **Strategy 3 – Regionalize approaches to prioritization for racial equity:** Metro and the workgroup reviewed and analyzed racial equity analyses previously conducted by each county, identified common threads among the analyses, learned about existing prioritization strategies across the region, and developed a plan to create a regional prioritization approach that builds on these existing strategies. The current timeline to regionalize prioritization approaches is between December 2026 and June 2027.
- **Strategy 4 – Regionalize an approach to case conferencing:** County case conferencing staff observed case conferencing meetings in other counties and tracked questions and learnings from these observations. Homebase also conducted a national scan of case conferencing best practices. The current timeline to regionalize case conferencing approaches is between August 2026 and February 2027.

REGIONAL LANDLORD RECRUITMENT

Private market housing is an important tool in addressing the need for affordable housing. The SHS-funded regional long-term rent assistance program, or RLRA, leverages the private market by providing rent subsidies for households exiting homelessness. Recruiting private market landlords to participate in RLRA and other rent assistance programs can be challenging because they may be hesitant to rent to tenants with significant housing barriers. Engaging private market landlords as partners requires extensive outreach and relationship building as well as education about available rental subsidies and incentive programs. Historically, local service providers and individual case managers have each established their own relationships with landlords. This approach creates inefficiencies and duplication of effort, reduces regional consistency, and limits the opportunity to maximize access to units across the entire region.

The TCPB's regional landlord recruitment goal aims to create a coordinated regional approach for outreach, communication and partnership-building with private market landlords across all three counties. The rental housing market is regional in nature, and many landlords and property management firms operate housing in more than one county. This coordinated approach will promote greater clarity and consistency for landlords and potential tenants, create administrative efficiencies across counties, reduce duplication of effort across service providers and streamline costs. It will also provide opportunities to pilot new program models to address system-level challenges.

Implementation strategies

Strategy 1: Communication and education plan

The counties and Metro will hire a consultant to develop a regional communications campaign to educate landlords about available rent assistance programs and incentives, highlighting the benefits of participation from landlords. The campaign will prioritize reaching landlords of diverse backgrounds, particularly those serving culturally specific communities. By centralizing communication with landlords, the campaign will allow case managers to focus on their primary work of supporting tenants.

Strategy 2: Align financial incentives

Offering financial incentives to landlords to participate in subsidy programs can expand access to existing units in the rental housing market. Through this strategy, the counties and Metro will advance a regional approach to financial incentives, consider the development of a regional program to administer incentives, and identify duplicative administrative functions that can be consolidated to reduce administrative costs.

Strategy 3: Tracking and access to unit inventory

Case managers use a variety of approaches to track available rental units for housing program participants. This creates duplication of effort and makes it difficult for participants to access comprehensive information about available units. This strategy will

explore the feasibility of creating a centralized regional system for tracking available units and facilitating housing navigation. Multnomah County will pilot an initial approach, and then a study will be conducted to assess the feasibility of expanding this approach regionally. The pilot will be conducted with Housing Connector, which has developed a nationally recognized model for building partnerships with landlords to track available units and providing real-time information in an accessible online platform.

Strategy 4: Prioritize quality problem-solving services

To recruit and retain landlords, systems must be in place that are responsive to concerns and problems that arise during tenancy. Metro and the counties will work to expand services available to landlords to resolve issues with specific tenants and support communication with case managers. As a first step, Clackamas County will pilot a hotline for landlords to call where trained staff will respond to questions and coordinate between landlords, case managers and others to quickly address problems. Staff will also assist landlords in navigating available supports and services such as landlord incentives and the RLRA risk mitigation program. The pilot will be evaluated to inform the development of regional problem-solving models and systems.

Strategy 5: Investigate needs for property management

There are very limited property management options in the region, and most existing property management companies lack the skills necessary to effectively serve participants with significant barriers to housing. To more successfully place high-needs participants in housing, stable and effective property management is vital. This strategy will conduct an exploratory study to identify steps to ensure stable, mission-driven and effective property management for households exiting homelessness, with the goal of establishing a contracted partner(s) to provide this service for SHS-funded units in all three counties.

Budget

	<u>Estimated budget</u>
Strategy 1: Communication and education plan	\$50,000-\$150,000
Strategy 2: Align financial incentives	\$100,000
Strategy 3: Tracking and access to unit inventory	\$810,000
Strategy 4: Prioritize quality problem-solving services	\$500,000
Strategy 5: Investigate needs for property management	\$50,000-\$100,000
RLRA risk mitigation program	\$6,000,000
County landlord liaisons	\$300,000-\$400,000
Total	\$7,810,000-\$8,060,000

Progress to date

- **Strategy 1 – Communication and education plan:** Metro has contracted with Le Chevallier Strategies to design and conduct a communications campaign to educate

landlords on the benefits and incentives for partnering with housing programs to provide units for people exiting homelessness, with a particular emphasis on reaching culturally specific landlords. The campaign will be completed and an evaluation report will be provided by July 2025.

- **Strategy 2 – Align financial incentives:** Consulting firm Focus Strategies is conducting research and stakeholder engagement to create a landscape analysis of existing financial incentives and to assess opportunities to align incentives across the region. A memo summarizing this work and outlining recommendations will be completed by the end of July 2025.
- **Strategy 3 – Tracking and access to unit inventory:** Multnomah County launched a pilot in January 2025 in partnership with Housing Connector to build relationships with landlords, track available units and connect SHS program participants with appropriate housing options. The pilot will continue through June 2026, and the county will share initial outcomes and learnings along the way.
- **Strategy 4 – Prioritize quality problem-solving services:** Clackamas County is designing a pilot program to support landlords with problem-solving by providing additional resources and expediting access to existing resources. The pilot will launch by December 2025.
- **Strategy 5 – Investigate needs for property management:** Focus Strategies is engaging stakeholders and experts to define mission-driven property management, identify barriers and opportunities to implementation and recommend priorities for regional action. A memo summarizing the findings and outlining recommendations will be completed by the end of July 2025.

HEALTHCARE SYSTEM ALIGNMENT

There is an inextricable, reciprocal link between housing status and health outcomes, but deep siloes between health and housing systems create barriers for people experiencing homelessness to access the services they need to support their housing stability. The TCPB's healthcare goal calls for greater alignment and long-term partnerships with healthcare systems that will meaningfully benefit people experiencing homelessness and the systems that serve them. This systems change effort aims to (a) assist providers in connecting people to the care they need, from basic primary care to treatment of chronic conditions and high acuity behavioral health needs, (b) eliminate barriers by establishing pathways and partnerships between systems, and (c) improve the health and well-being of the populations served by SHS.

To support this work, Metro and the counties have built a robust infrastructure to coordinate ongoing regional planning and implementation. A leadership group that includes staff from Metro, the counties and Health Share of Oregon has met regularly to discuss healthcare systems alignment challenges and brainstorm solutions. Metro also convened two working groups to focus on strategy development and data integration efforts. The counties have expanded their staffing capacity to participate in this work by using RIF resources to fund staff positions focused on health and housing integration.

Implementation strategies²

The TCPB's implementation strategies are designed to enhance healthcare and housing alignment efforts already underway in the three counties by (a) providing regional coordination support and capacity building, and (b) addressing infrastructure needs identified by the counties, Health Share and Metro with input from service providers and other partners.

Strategy 1: Develop a regional plan for medically enhanced housing and shelter models

Medically enhanced housing and shelter models are a critical transitional step for people leaving hospitals or institutional healthcare settings that provide a safe, stable and supported environment for ongoing recovery. These models include medical respite and recuperative care as well as co-location of health services in permanent supportive housing, recovery housing, transitional housing and other programs.

This strategy seeks to align with current state and local efforts to work toward a regional model of support for access to and sustainable funding of post-acute care options for people experiencing homelessness. It aims to build long-term partnerships between the homeless services and healthcare systems to ensure improved access to these critical resources for people experiencing or at risk of homelessness throughout the region.

² The original TCPB recommendation for this goal area focused on Medicaid 1115 waiver implementation. Given the ongoing work between the counties and Health Share related to this issue, as well as the narrow scope of the population eligible for the benefit, the counties and Health Share did not feel it necessary to include a waiver-specific strategy in the Regional Plan.

Strategy 2: Establish a regional system for cross-system care coordination

Cross-sector case conferencing is a critical aspect of care coordination that involves bringing together health and housing system partners to identify and discuss shared clients and coordinate care to meet their comprehensive needs. Current health and housing case conferencing efforts are focused within each county and are operating at a relatively small scale. Regional infrastructure and support would allow for these efforts to be scaled and made sustainable to increase efficiency and impact.

This strategy seeks to provide regional supports for cross-sector case conferencing and other care coordination efforts happening and in development throughout the region. It aims to strengthen the existing infrastructure to address gaps in data sharing, staffing, resource navigation and communication. This will facilitate the improvement, expansion, and sustainability of care coordination between housing and healthcare systems to support people experiencing homelessness who have complex healthcare needs.

Strategy 3: Build regional cross-system data sharing infrastructure

Effective housing and healthcare integration requires the ability to share information about individual participants to facilitate cross-sector interventions. Current cross-system care coordination efforts are supported by data sharing agreements that have been developed between individual counties and specific health systems or providers.

This strategy seeks to build upon these existing data sharing activities in order to create a regional data sharing infrastructure that allows the region's healthcare and housing partners to collaborate in new and unprecedented ways. A comprehensive data sharing infrastructure would enable healthcare and housing partners to quickly and easily identify shared clients, facilitate cross-sector interventions, and evaluate the health and housing outcomes of those interventions, all with the aim of improving housing and healthcare outcomes for people experiencing or at risk of homelessness.

Budget

The budget for this implementation strategy focuses on funding for an initial phase of work, which will include defining required investments and programming to fully implement each of the three strategies going forward.

	<u>Estimated budget</u>
Clackamas County health and housing integration staff	\$595,515
Multnomah County health and housing integration staff	\$459,390
Washington County health and housing integration staff/consultants	\$770,000
Health Share health and housing integration team	\$400,000
Total	\$2,224,905

Progress to date

The initial phase of this work, which will be completed by the end of 2025, includes interim goals and benchmarks to complete key planning activities while also allowing flexibility for refinements and adjustments as needed. This will result in the development of more detailed plans for TCPB and other partners to consider and approve for action. Homebase is supporting Metro and partners in the implementation process for all three strategies.

- **Strategy 1– Develop a regional plan for medically enhanced housing and shelter:** An initial partner kick-off meeting for this strategy took place in May 2025 for a Metro-convened workgroup that includes the counties, Health Share and providers. The workgroup is exploring opportunities to strengthen and enhance medical respite and recuperative care capacity and sustainability across the region. This will include engaging with hospitals and health plan partners to build toward a regionally coordinated network of medical respite options. The initial phase of scoping for this work will conclude by the end of December 2025.
- **Strategy 2 – Establish a regional system for cross-system care coordination:** With seed funding from Metro, Health Share has hired a three-person health and housing integration team to manage a Regional Integration Continuum which will develop the infrastructure — including data sharing agreements, dedicated navigation pathways and a case conferencing mechanism — for sharing relevant health information across systems and providers. A steering group for this work that includes Health Share, Metro, the counties and other partners launched in March 2025. A progress report and proposed next steps for the pilot will be completed by end of December 2025.
- **Strategy 3 – Build regional cross-system data sharing infrastructure:** Metro, with support from Homebase, is convening a regional table that will meet quarterly to align and problem solve around ongoing work to develop data sharing agreements between the counties, Health Share and other healthcare partners to facilitate cross-system care coordination. Progress and learnings from this regional table along with proposed next steps will be summarized in a report that will be completed by end of December 2025.

TECHNICAL ASSISTANCE

Since the launch of SHS funding, each of the counties has provided capacity building support and technical assistance, or TA, to service providers to strengthen SHS implementation. The TCPB's technical assistance goal area aims to provide added value to this existing work by developing a menu of TA options that are available across the region to ensure organizations have the tools they need to operate at a high level of organizational functionality, support consistent practices for service delivery across the regional system of care, and support organizational capacity building. The goal directs Metro and the counties to prioritize the needs of culturally specific providers through all program design.

To advance this work, Metro formed a regional capacity team to coordinate and deliver regionally consistent TA to SHS-funded nonprofits. As a first step, Metro worked with the counties to implement a regional request for qualifications for technical assistance providers that all four jurisdictions can now draw from. The regional capacity team also led a collaborative planning process with the counties and providers to identify priorities and implementation strategies for regional TA projects.

Implementation strategies

Strategy 1: Permanent supportive housing technical assistance demonstration project

The TCPB's first regional TA project focuses on supporting successful implementation of permanent supportive housing, or PSH, which is key to ensuring the success of the SHS fund. While national best practices for PSH have been developed, there are currently no regional standards to define how PSH should be implemented from agency to agency. This project aims to understand the best and emerging practices providers — especially culturally specific providers — are already implementing in PSH service delivery and how TA can help to support providers to deliver consistent and quality PSH services across the region.

The PSH TA demonstration project aims to pair four PSH service providers with TA consultants to:

- Identify local best and/or emerging practices in delivering PSH, especially in supporting clients of color
- Benchmark their current services to national best practices
- Inform Metro's ongoing regional policy work around PSH implementation to ensure a consistent standard for delivery of PSH across the region
- Help Metro develop a framework for providing TA and identify opportunities for future regional TA implementation
- Inform Metro and the counties on the roles and responsibilities each jurisdiction can play in delivering TA

This project provides an opportunity to elevate the expertise of culturally specific providers to understand the unique needs of the populations they serve and how those learnings can be replicated and required for agencies serving communities of color across the region. Insights from the project will inform future regional TA efforts.

Strategy 2: Counties’ technical assistance work

[Note: Metro and the counties will return to the TCPB in July with a RIF ask for the counties’ ongoing technical assistance work. This section and the budget will be updated once that component of the plan is approved.]

Budget

	<u>Estimated budget</u>
Strategy 1 – PSH TA demonstration project	\$416,478
Strategy 2 – Counties’ TA work	
Total	

Progress to date

Strategy 1 – PSH TA demonstration project

Metro has completed two formal procurement processes to select the PSH providers and TA consultants to participate in the demonstration project. Four PSH providers, including three culturally specific organizations, were selected out of a pool of 18 applicants from across the three counties. Two consulting firms were selected to provide technical assistance to the providers. A third consulting firm was selected to facilitate a community of practice cohort to help identify shared learning, common themes and culturally specific best practices for PSH.

Final project deliverables, which are expected by early 2026, will include an organizational assessment for each provider, tailored technical assistance support for each provider, a consultant report measuring the success of the TA implementation, and an analysis by Metro of opportunities to expand TA support and integrate learnings into PSH policy recommendations.

Strategy 2 – Counties’ TA work

TRAINING

Frontline housing and homeless service workers are the foundation of our region's response to homelessness. Access to high quality, readily available training is essential to support effective service delivery and to ensure provider organizations can sustain and expand their organizational capacity. The TCPB's training goal aims to ensure service providers have access to the knowledge and skills required to operate at a high level of program functionality, with the needs of culturally specific providers prioritized through all program design.

Collaborating closely with county partners, Metro's regional capacity team conducted a research project that included: (a) surveying staff from Metro and county partners to identify the trainings and skills they believe are needed for service workers early in their careers, (b) getting provider feedback on those training areas, (c) analyzing the current training and educational landscape, and (d) identifying potential avenues for scaling up existing trainings or developing new training opportunities.

The implementation plan that emerged from this research process aims to provide frontline staff early in their careers with access to the training and tools necessary to perform work at a high caliber in ways that are trauma-informed and center racial equity. It is rooted in a commitment to build upon and add value to the existing trainings offered by counties and providers. It is also designed to provide a baseline for SHS services across the region, creating regional training tools and opportunities in support of county standards of service delivery that achieve regional goals.

Implementation strategies

The TCPB's training plan focuses on two initial strategies identified as the most viable opportunities for building out a regional training system. It also includes additional concepts for future strategies that will require further research, scoping and development.

Strategy 1: Partner with a community college to develop a training program

This strategy involves partnering with Portland Community College to develop and pilot a series of introductory "micro-credential" training courses for new SHS service workers. The courses will focus on the basics of housing service worker case management and housing system navigation, based on a curriculum framework developed by Metro, the counties and the region's providers. Deliverables will include a tailored 40-hour introductory micro-credential course, specifically designed to meet the unique needs of the region's providers. Provider feedback from the pilot will be used to develop a plan for refining, scaling and sustaining the training.

Strategy 2: Identify and scale up existing trainings

This pilot project aims to meet providers' immediate training needs by offering free access to on-demand virtual trainings available through the National Alliance to End

Homelessness and the Corporation for Supportive Housing. The pilot will provide insights into the usefulness of the on-demand programs in providing adequate training to the region’s frontline workers and inform potential options for scaling. Staff at 15 agencies will take seven training courses and share their feedback to inform future implementation for Metro and the counties.

Potential future implementation strategies

Additional program offerings are under consideration for future implementation, including:

- Partnering with local workforce boards to assist with ongoing recruitment, internships and job placement for the community college program
- Scaling existing regional trainings by increasing provider awareness of training opportunities and expanding access points and cross-jurisdictional collaboration
- Adding housing-specific curriculum to existing behavioral and community health certification training programs

Budget

	Estimated budget
Strategy 1: Community college training program	\$85,000
Strategy 2: Identify and scale up existing trainings	\$8,600
Funding to support counties’ regionally focused training programs	
Total	

[Note: the budget will be updated based on the final version of the implementation plan that will be presented to the TCPB for approval in July.]

Progress to date

- **Strategy 1 – Community college training program:** Metro is working with Portland Community College to develop a 40-hour introductory course on housing service worker case management and housing system navigation, with the goal of launching an initial cohort in early 2026. A major component of launching the program will be community engagement with service providers, which Metro is currently scoping in collaboration with the counties. Metro is also exploring the potential to develop and scale additional courses, such as a leadership academy to help frontline workers get the training they need to become managers and supervisors.
- **Strategy 2 – Identify and scale up existing trainings:** The pilot project to assess the effectiveness, value and regional scalability of existing on-demand trainings ran from January through May 2025. The final report, including recommendations for next steps, will be completed in summer 2025. A request for RIF funding to support counties’ ongoing training work will also be presented to the TCPB in summer 2025.
- **Potential future implementation strategies:** Metro is in the process of working with partners to further scope out these options.

EMPLOYEE RECRUITMENT AND RETENTION

[Note: The ERR plan will be presented to the TCPB for approval in July. This section will be completed once that plan has been approved.]

Implementation strategies

Budget

Progress to date

NEXT STEPS

The completion of the TCPB's Regional Plan is the first step in a multi-year body of work that will strengthen the region's homelessness response system by improving regional coordination and alignment, strengthening regional capacity and catalyzing systems change. The successful implementation of the Regional Plan will help to ensure that people experiencing and at risk of homelessness across the region are able to access the services they need to achieve housing stability.

Monitoring and oversight

To support monitoring and oversight of this work over time, Metro and the counties have committed to submit quarterly reports for each goal area based on a shared regional template. The reports will provide updates on progress in achieving the deliverables for each implementation strategy, track outcomes and metrics, and document lessons and insights. Financial reports for each goal will be submitted on an annual basis.

Quarterly reports for work completed through June 30, 2025 will be submitted by August 15, 2025 for the coordinated entry, healthcare system alignment and regional landlord recruitment goals as well as the PSH TA demonstration project. Quarterly reports for all the goals will be submitted by November 15, 2025 covering work completed through September 30, 2025. Going forward, quarterly reports will be submitted for all the goals on an ongoing basis in February, May, August and November.

Monthly written updates and quarterly presentations on the TCPB's work will also continue to be shared with the SHS oversight committee in alignment with the SHS governance structure.

Implementation funding

Implementation of the Regional Plan will require a continued commitment of SHS funding. The budgets summarized in this report reflect initial funding allocations of RIF and Metro administrative resources to support the first phase of implementation. These allocations were approved by the TCPB and SHS oversight committee for FY25-26. Achievement of the TCPB's goals will require additional funding allocations for FY26-27 and future fiscal years in coordination with the counties' annual work plan and budget approval processes.

EXHIBIT A: APPROVED IMPLEMENTATION PLANS

- [Tri-County Planning Body Coordinated Entry Goal – Implementation Plan](#)
- [Tri-County Planning Body Landlord Recruitment Goal – Implementation Plan](#)
- [Tri-County Planning Body Healthcare System Alignment Goal – Implementation Plan](#)
- Tri-County Planning Body Technical Assistance Goal – Implementation Plan
- Tri-County Planning Body Training Goal – Implementation Plan
- Tri-County Planning Body Employee Recruitment and Retention Goal – Implementation Plan

EXHIBIT B: SHS REGIONAL COORDINATION

Recognizing the value of regionalism in SHS implementation, Metro and the counties have worked together since SHS launched to promote regional coordination. Examples of regional coordination efforts in addition to the TCPB's implementation strategies include:

- **Regional long-term rent assistance:** The counties and Metro worked together to develop regional policies and guidelines for the SHS-funded regional long-term rent assistance program. A regional workgroup has been meeting monthly since 2021 to problem solve, share learning, and update policies and procedures as needed. A tri-county data team also meets regularly to develop coordinated data collection and reporting tools and methodologies for the program.
- **Regional data systems and standards:** Metro and the counties have worked to align regional data collection and reporting for SHS, including the identification of key data metrics and the development of shared reporting templates, methodologies and definitions. A regional data sharing agreement that launched in 2025 will support regional analysis and evaluation. The counties' data teams have also coordinated to regionalize Homeless Management Information System policies and procedures.
- **Regional point-in-time count:** The three counties launched the region's first coordinated point-in-time count of homelessness in 2023 and continued that collaboration for the count completed in 2025. This tri-county coordinated effort includes creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. The coordinated count creates administrative efficiencies and supports analysis of regional trends in unsheltered and sheltered homelessness.
- **Regional service provider network:** The three counties have collaborated on the development of a tri-county SHS supplier pool to expand the regional service provider network. The counties developed a centralized procurement process for SHS-funded contractors with regional program standards and evaluation criteria. The development of a single, coordinated process for providers to qualify to deliver SHS-funded services reduces barriers to government contracting while supporting consistency in program implementation.
- **Best practices and shared learning:** The three counties engage in regular leadership conversations and workgroups to share lessons learned and promote common approaches. For example, tri-county regional equity meetings provide a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Counties also support one another by sharing innovative strategies and best practices, and by learning from one another's pilot programs.

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

Stay in touch with news, stories and things to do.
oregonmetro.gov/news

Follow oregonmetro



Metro Council President
Lynn Peterson

Metro Councilors

Ashton Simpson, District 1
Christine Lewis, District 2
Gerritt Rosenthal, District 3
Juan Carlos González, District 4
Mary Nolan, District 5
Duncan Hwang, District 6

Auditor

Brian Evans

600 NE Grand Ave.
Portland, OR 97232-2736
503-797-1700

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | June 2025

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	Implementation Strategies Status	Progress
<i>Regional Landlord Recruitment</i>	<i>Implementation Strategies approved by TCPB (03/13/2024) Implementation strategies (4 of 5) underway. Strategy 3 (24/7 Hotline to launch in December) Next Quarterly Report in June 2025</i>	<i>As part of the Plan's Strategy #1: Communication and education plan, Metro have created a webpage on Metro's website with information on county landlord financial incentive. Metro has contracted with a consultant, Le Chevallier Strategies, for a communications campaign focused on landlords. Metro is working with Focus Strategies (FS), a consultant, on Strategy #2: Align financial incentives and Strategy #5: Investigate needs for property management. FS is in review and drafting phases of developing two memos, one for each strategy, to the TCPB by the end of July. Multnomah County continues to make progress on Strategy # 3: tracking and access to unit inventory. They have launched a pilot using Housing Connector and are analyzing initial outcomes data. Clackamas County has begun work on Strategy #4: prioritize quality problem-solving services. Clackamas County has assigned staff to this pilot, begun to layout an implementation plan, and they plan to launch a program for landlords in December, 2025. All counties and Metro meet monthly to update each other on progress, share ideas, and problem-solve.</i>
<i>Coordinated Entry</i>	<i>Implementation Strategies approved by TCPB (10/09/2024)</i>	<i>Work on the four strategies outlined in the CERIP has begun, and counties and Metro collaborate across all strategies. For Strategy #1: Regionalize visibility of participant data,</i>

Implementation strategies (4 of 4) underway.

Next Quarterly Report in June 2025

conversations with regional HMIS administration are on-going. For Strategy #2: align assessment questions, counties and Metro continue to discuss details of aligning assessment questions. We will convene special sub-groups to make decisions about alignment around population-specific questions (i.e. domestic violence status) For Strategy #3: Regionalize approaches to prioritization for racial equity, counties have agreed on a starting point for the approach to prioritization and Metro's Regional Data Center is conducting research on similarities and differences in racial/ethnic demographics among the three counties. For Strategy #4: regionalize approach to case conferencing, county case conferencing staff have formed a sub-group that plans to meet 2-3 times to identify a regional shared purpose for case conferencing within CE systems. All counties and Metro meet monthly to work through the steps of the implementation plan, share ideas, and problem-solve.

*Healthcare
system
alignment*

*Implementation Strategies approved by TCPB
and SHS OC in April 2025*

Implementation underway

First Quarterly Report in September 2025

We were thrilled by this story, which was also on front cover of Street Roots: [Housing, health care collaboration breaks down barriers for both: Metro funds expansion of work to connect people experiencing homelessness with the health care they need](#). The first phase of plan implementation continued in May, including a series of organizing meetings for Strategy 1 (regional coordination of medical respite/recuperative care) with an awesome group of providers and county partners. We have begun initial outreach to hospital system partners. Strategy 2 (Regional Integration Continuum/case conferencing/care coordination) continues to be led by the Metro-funded team at Health Share, which is now fully in place. For strategy 3 (regional data sharing coordination), we have

Training Implementation Strategies will be presented at May TCPB meeting with final approval (including county training RIF requests) in summer 2025

scaled back to quarterly regional meetings but are providing support as needed to efforts to advance data sharing.

Metro was pleased to provide the TCPB with a progress report on the training goal earlier this month, and looks forward to returning later this summer for a full vote on the training implementation strategy and the training/TA RIF requests.

Foundations course through PCC: Metro is in the end stages of signing an IGA with PCC for the development of a foundations course for front-line housing service workers. The IGA is currently being signed by PCC, and Metro is hopeful that the curriculum development process will begin early summer 2025.

Immediate trainings being offered: Work is happening now to advance trainings throughout the region. In early January, Metro's regional capacity team launched a pilot project to assess the effectiveness, value, and regional scalability of the on-demand trainings available through the National Alliance to End Homelessness and the Corporation for Supportive Housing. In total, two staff at 15 agencies are taking seven training courses and share their feedback to inform future implementation for Metro and the counties. The pilot program ended on May 23rd, and the pilot report, which will include findings and recommendations, should be released in summer 2025. Metro staff are also finalizing research and language for a landing page on Metro's website of training resources housing and homeless service providers can access, which we hope to launch with Metro's new website later this calendar year.

Technical Assistance *Implementation Strategies approved by TCPB (2/12/2025)*

First quarterly report in June 2025

Counties TA RIF requests under development and presentation for summer 2025

The first part of the Technical Assistance Implementation Strategy was approved by the TCPB on 2/12/2025. Metro staff will continue to work with the counties to gather counties' TA RIF requests to bring to the TCPB for approval later this summer.

The Permanent Supportive Housing Technical Assistance Demonstration and Research project aims to identify opportunities for regionalizing technical assistance, learn best practices in PSH delivery from culturally specific providers and support the regional goal of helping clients stay housed by understanding which PSH interventions are necessary and helping to operationalize them.

Metro is pleased to share that the four PSH providers and three Technical Assistance consultants have been identified and contracted for the project and will begin working together in the coming weeks.

The four PSH providers are: Bradley Angle, El Programa Hispano Catolico, Greater New Hope Family Services and Immigrant and Refugee Community Organization. The latter three are all culturally specific providers (Bradley Angle has a culturally responsive PSH program supporting Black survivors of domestic violence), which meets Metro's initial project goal of identifying a cohort comprised of majority culturally specific providers representing agencies contracted in all three counties. Each is receiving a \$35,000 grant to support their participation (the initial \$10,000 of which has been or is in the process of being released)

The technical assistance consultants are Focus Strategies (partnering with DISH through a subcontract, a culturally specific PSH provider based out of San Francisco), Advocates for Human Potential (AHP) and Homepage. Focus and AHP will work to deliver direct technical assistance to the PSH providers while Homepage will host and facilitate the monthly community of practice cohort that will provide a space for dialogue and learning amongst all PSH providers, consultants and Metro.

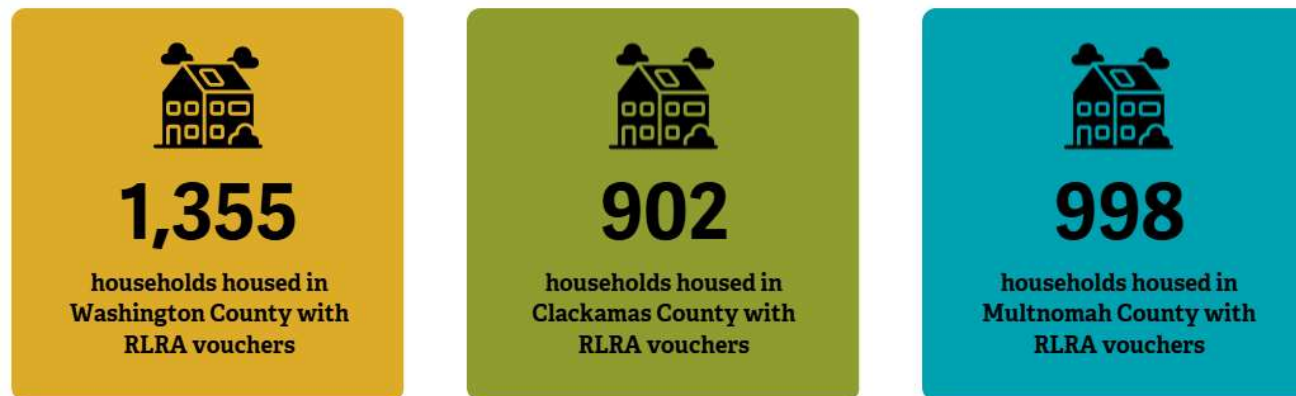
Employee Recruitment and Retention (ERR) *Implementation Strategies will be presented at July or August TCPB meeting*
Implementation strategies under development
First Quarterly Report TBD depending on timing for strategy approval

We continue to engage with counties and providers to land on a regional strategy that is meaningful yet feasible: working toward a livable wage standard over time while also developing regional alignment of contract policies and reduction of administrative burden. We are also reaching out to labor, philanthropy, and other partners to seek their input and gauge interest in participating in an ongoing Metro-county-provider workgroup to advance this goal.

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

Existing REGIONAL PROGRAMS AND COORDINATION EFFORTS

****Households housed through the RLRA program as of December 31, 2024:***



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

*As of 8/15/2024, Metro has updated the way numbers are reported on our SHS dashboards. Beginning at the end of Year 3, Metro has shifted to reporting the number of households served with SHS resources. We are no longer reporting the number of people served, as several people can be members of the same household which has been served with SHS resources. Please note: This will cause the number on the dashboard to appear smaller, even though SHS service levels have only continued to increase.

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' [FY2023-24 Regional Annual Report](#)

Health and housing integration: In addition to, and in coordination with, the TCPB-directed regional strategies in this goal area, counties have worked together on initiatives to support health and housing systems integration. This includes the implementation of the Medicaid 1115 Demonstration waiver, which allows certain housing services to be covered by Medicaid.

Regional data systems and standards: Metro and the counties worked together to align regional data collection and reporting. This included refining report templates and developing clearer definitions and shared methodologies. Progress was made on a data sharing agreement between Metro and Counties. Continued work to align definitions and strengthen data reporting is ongoing, with a focus on PSH and Populations A and B. Further work is planned to refine regional outcome metrics and develop a framework for assessing progress toward regional goals. To facilitate Multnomah county's transition to central administration of the region's Homeless Management Information System (HMIS), county data teams coordinated closely to regionalize HMIS policies, procedures and intergovernmental agreements (IGAs).

Regional long-term rent assistance (RLRA): A workgroup with representatives from the counties and Metro has been meeting monthly since 2021 to problem-solve, share learning, develop regional templates, and develop and update regional policies and guidelines for RLRA administration. A regional data team meets regularly to develop coordinated data collection, reporting tools, and methodologies. Their reports are shared with the RLRA workgroup as a continuous improvement effort.

Best practices and shared learning: The three counties engage in regular leadership conversations and workgroups to share lessons learned and promote common approaches. For example, tri-county regional equity meetings provide a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Monthly Built for Zero (BfZ) meetings bring together representatives from the three counties and Metro to collaborate and learn from one another's implementation of the Built for Zero initiative.

TRI-COUNTY PLANNING BODY GOAL AND RECOMMENDATION LANGUAGE

May 10th, 2023

COORDINATED ENTRY

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

REGIONAL LANDLORD RECRUITMENT

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

HEALTHCARE SYSTEM ALIGNMENT

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

TRAINING

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

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

TECHNICAL ASSISTANCE

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

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

EMPLOYEE RECRUITMENT AND RETENTION

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

Recommendations: Map current wage and benefit conditions.

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

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

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

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

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



Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting
Date: April 28, 2025
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Receive Metro tax collection and disbursement updates, receive update and vote on TCPB healthcare systems alignment update, discuss WA County FY25 workplan amendment, receive a FY26 workplan presentation from county partners.

Member attendees

Co-chair Dr. Mandrill Taylor (he/him), Dr. James (Jim) Bane (he/him), Peter Rosenblatt (he/him), Kai Laing (he/him), Dan Fowler (he/him), Jeremiah Rigsby (he/him), Cara Hash (she/her), Co-chair Mike Savara (he/him), Felicita Montebianco (she/her)

Absent members

Jenny Lee (she/her)

Elected delegates

Washington County Chair Kathryn Harrington (she/her), Metro Councilor Christine Lewis (she/her)

Absent elected delegates

Clackamas County Commissioner Ben West (he/him), Multnomah County Chair Jessica Vega Pederson (she/her)

Metro staff

Patricia Rojas (she/her), Yesenia Delgado (she/her), Breanna Hudson (she/her), Yvette Perez-Chavez (she/her)

Kearns & West facilitation team

Josh Mahar (he/him), Ariella Dahlin (she/her)

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

Summary of Meeting Decisions

- The Committee approved the March 24 meeting summary.
- The Committee approved the TCPB healthcare systems alignment implementation strategy.

Welcome and Introductions

Co-chair Dr. Mandrill Taylor provided welcoming remarks.

Co-chair Mike Savara announced he will be going on paternal leave in June. He will be helping the team find an interim co-chair to take his place during his leave, likely until October.



Supportive Housing Services Oversight Committee Meeting Summary

Patricia Rojas, Metro, announced she will be stepping down as Regional Housing Director, and her last day will be May 2nd, 2025. She thanked the Committee for their service.

Josh Mahar, Kearns & West, facilitated introductions between attendees.

Several Committee members reflected on Patricia's contribution to the housing sector and thanked her for her work.

Yesenia Delgado, Metro, stated that the next meeting has been moved to May 19 due to the Memorial Day holiday, and that Metro has started the process for recruiting new Committee members for the five vacancies.

Melissa Arnold, Metro, provided an update on Metro Council President's workgroup on the future of SHS funding. She shared that four key themes for a vision have formed: an aligned system, people-centered work, robust infrastructure, and improved outcomes, including system audits and evaluations. She noted that the group will meet three more times and that Metro Council will receive the breadth of the workgroup's feedback.

Val Galstad, Metro, reviewed Metro Council's action timeline. Metro Council reviewed the draft SHS funding draft ordinances in January and will revisit them in June. In April, Metro Council approved an ordinance that allowed SHS spending for one-time investments. Metro Council is also considering a resolution for administration funding distribution, which, if adopted, will distribute \$15 million to Multnomah County to give City of Portland Mayor Wilson.

Committee members had the following questions:

- **Question, Peter Rosenblatt:** Is the distribution of administration funding done equitably, or does Portland receive all of it? Are some funds reserved for Clackamas and Washington County? I support the workgroup's work to create a vision, but I do not see a connection between the vision and the ordinances.
 - **Metro response, Val:** We are not planning on distributing the full amount to one jurisdiction; these are for specific one-time uses. We do anticipate similar requests from other counties. The workgroup will discuss the ordinances, but it is not there yet. The group thought it would be best to have the vision conversation first before discussing the ordinances.

Decision: Co-chair Dr. Taylor, Dr. James (Jim) Bane, Peter, Kai Laing, Dan Fowler, Jeremiah Rigsby, Cara Hash, Co-chair Savara, and Felicita Monteblanco **approved the March 24 meeting summary.**

Conflict of Interest Declaration

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

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

Public Comment

No public comment was received.

Supportive Housing Services Oversight Committee Meeting Summary

Metro Tax Collection and Disbursement Updates

RJ Stangland, Metro, reviewed the [interactive FY25 tax revenue and disbursement charts](#).

Committee members had the following questions:

- **Question, Peter:** I see these charts have the forecast at \$63 million, in other meetings at the county level, I hear the forecast will be lower by \$10 million.
 - **Metro response, RJ:** There is volatility in the tax. The actuals could be lower or higher than \$63 million. Metro's policy is to maintain the current forecast until after a bulk of the tax is collected. May's meeting will have more information.

Tri-County Planning Body (TCPB) Healthcare Systems Alignment

Yesenia reminded the Committee that TCPB has been developing implementation plans for its regional goals.

Co-chair Savara shared that he attended the TCPB meeting when it was approved and reflected that the TCPB was supportive of this plan when they were discussing it ahead of the vote.

Ruth Adkins, Metro, shared that the Healthcare System Alignment Implementation Plan is a result of the work Metro, Health Share, county partners, and Homebase have been doing, and reviewed the TCPB's goal and recommendation language. She highlighted county work underway related to this goal area, including case conferencing and health-related social needs (HRSN) benefit implementation.

Adam Peterson, Health Share, shared that Health Share covers about 25% of individuals in the Portland metro region. He reviewed Health Share's approach to bridging system gaps, which is focused on the HRSN benefit, High Acuity Behavioral Health Initiative, and Regional Integration Continuum (RIC). Adam reflected that healthcare and housing systems are serving the same people, and system alignment is needed to serve them effectively. Adam reviewed the key functions and components of RIC success, including legal and relational infrastructure, data centralization, and case conferencing.

Ruth shared that the three implementation strategies emerged from a landscape analysis and county-level work. Ruth detailed each key strategy's vision, activities, timeline, and deliverables. The three strategies are:

1. Develop a Regional Plan for Medically Enhanced Housing and Shelter Models
2. Establish Regional Support for Cross-System Care Coordination
3. Build Regional Cross-System Data Sharing Infrastructure

The overall timeline for phase one would start in March and end in December 2025, with an interim progress report in September and a report with recommendations for refining the strategies in December. Funding from the Regional Investment Fund (RIF) would support county health/housing integration staff and consultants and Washington County's medical respite program for FY25- 26 for a total of \$1.8 million.

Ruth stated that the TCPB unanimously approved the plan and shared questions on how to protect immigrant, refugee, and vulnerable populations, how this work will engage the hardest to reach communities, and how this work will increase resources and capacity.

Supportive Housing Services Oversight Committee Meeting Summary

Committee members had the following questions and comments:

- **Question, Peter:** I agree with the hope that more resources can help support capacity. I am confused about the budget. Why does Multnomah County need two full-time employees (FTEs), while Clackamas County and Washington County need three?
 - **Multnomah County response, Lori Kelley:** We have a separate funding source supporting additional employees. The FTE's in the budget are only what will be supported by the RIF.
- **Question, Co-chair Dr. Taylor:** I like this plan. It is important to understand where we are at now and where we are planning to have discussions in the future. How are we planning to assess performance beyond these service delivery methods and health and stability for participants?
 - **Health Share response, Adam:** Part of the challenge of our system is not being able to share data. Once we have data sharing agreements, we can track health and housing outcomes. We will start there and then expand the ability to assess performance in additional ways.
- **Question, Dr. Bane:** Strategy 1 discusses sustainable shared funding models. Do you have an idea of what those might be and how reliable you expect them to be?
 - **Metro response, Ruth:** We have uncertainty at the federal level. We are building towards a relationship with the hospital system, especially for medical respite and cooperative care. Ultimately, it would be a combination of Medicaid, county general fund, and some others. These conversations are the work ahead of us. We cannot expect SHS to carry these health and housing integration programs.
- **Comment, Dan:** We need a coordinated approach to inform the public of this work and that Metro is cooperating with the counties.

Decision: Co-chair Dr. Taylor, Dr. Bane, Peter, Kai, Dan, Jeremiah, Cara, Co-chair Savara, and Felicita approved the TCPB healthcare systems alignment implementation strategy. There were no dissensions or abstentions.

Washington County Fiscal Year (FY) 25 Work Plan Amendment

Nicole Stingh, Washington County, shared that the current FY work plan is not achievable with the resources they expect to receive. She reviewed the goal reductions for each program area, noting that there are no changes to the PSH goal. She reflected that the reductions are also reflected in the next FY work plan.

Committee members had the following questions and comments:

- **Question, Peter:** What are the workforce impacts of these reductions?
 - **Washington County response, Nicole:** We are not anticipating layoffs for this fiscal year (ending June 2025). Washington County has been communicating with providers since October and expects to see layoffs in the next fiscal year (starting July 2025). Washington County is providing off-ramp funding for FTE reductions and hopes that FTEs can be absorbed by other funding streams.
- **Comment, Co-chair Savara:** Thank you for the care that you are demonstrating in making these decisions. With these reductions, fewer folks have a place to call home, and I was surprised to learn the Committee does not vote on work plan changes. This is worrying if the SHS tax rate changes. I am excited for the conversations on shared accountability and governance, and hope we can make these hard decisions together.

Supportive Housing Services Oversight Committee Meeting Summary

- **Response, Washington County Chair Kathryn Harrington:** The work plan is reviewed and approved by the Washington County Board of Commissioners. We did take action to require staff to share the work plan and signal that we are accountable to goals, and when circumstances change, we adjust.
- **Metro response, Yesenia:** Co-chair Savara did bring this question to Metro staff, and our response is that this falls under the local authority of each county. He does raise a good point on shared accountability and making these hard decisions together as a region.
- **Comment, Dr. Bane:** This decision seems to be very financially responsible and thoughtful.
 - **Washington County response, Nicole:** Yes, we have maintained our reserves for economic downturns, and the TCPB approved RIF reserve funding to support the offramp funding.
- **Comment, Peter:** I would like to have context and know the shelter need, this would help me absorb this information. For example, with the reduction in shelters from 400 to 385, what is the overall need in the county for shelters? As we move into the next presentation, it would be helpful to have the presenters speak to this.

FY26 Workplan Presentation

Nicole reflected that while progress is being made, the needs are outpacing the work. She reviewed the shift in the forecast for the next five years and shared that regional themes include managing resource constraints within the updated forecast and that counties are navigating changes with federal funding.

Breanna Flores, Multnomah County, reviewed the county's draft work plan's quantitative and qualitative goals. She shared that the county's key themes include sustaining progress and maximizing resources with less funding, and prioritizing stability and support for culturally specific providers.

Lauren Decker, Clackamas County, reviewed the county's draft work plan's quantitative and qualitative goals. She shared that the county's key themes include advancing racial equity, expanding capacity building, and focusing on local implementation plan goals such as geographic equity and health system alignment.

Nicole reviewed Washington County's goals related to program capacity and advancement, advancing racial equity, and system effectiveness. She shared that next steps for all three counties include feedback discussions with their respective advisory bodies and this Committee before the final work plan is submitted for approval by their respective Board of Commissioners.

Committee members had the following questions:

- **Question, Co-chair Dr. Taylor:** Will Multnomah County set specific workforce goals or indicators related to its focus on capacity building for providers?
 - **Multnomah County response, Breanna:** We are not there yet. We are trying to understand what the impacts are for contract negotiations.
- **Question, Peter:** Thank you, counties, for the work. I would appreciate it if the Committee could redo the information template in the future. I enjoyed hearing about other funding sources to support the work in the broader system. Can Clackamas County speak more about the crisis stabilization center?

Supportive Housing Services Oversight Committee Meeting Summary

- **Clackamas County response, Lauren:** The stabilization center will serve adults and is connected to a shelter. It is scheduled to open later this year; it is currently under construction.
- **Metro response, Yesenia:** The templates that Metro provides to the counties are iterative, and we are happy to work through any feedback you would like to share. We are working with the counties on developing an annual report template and including information on different funding sources to understand the greater context.
- **Comment, Dan:** Including information about different funding sources helps give us and the public the ability to understand the whole picture.
- **Question, Co-chair Dr. Taylor:** Clackamas County is doing excellent work aligning behavioral health and housing. As we move towards assessing the success of the program, have there been any discussions about how we will measure alignment success?
 - **Multnomah County response, Breanna:** We have been reflecting, and while it does not quite get at a full system review, Multnomah County just released an in-depth in- and out-flow dashboard. This is an opportunity for us to get a better look on the ground and make better decisions. We can share the link to the dashboard.
 - **Response, Peter:** Clackamas County will also be releasing a dashboard soon. It is important to think about how we present all this information, and that when we talk about the system, we do not put on funding blinders, but look at how it all comes together to help end homelessness.
 - **Clackamas County response, Lauren:** Our RLRA vouchers housed those with the highest acuity. Integrating with the behavioral health system is huge and helps link behavioral health care case managers with housing.
- **Comment, Co-chair Savara:** From a state perspective, it is important to understand what is being invested in a community, which is difficult information to obtain. Each funding structure may not have visibility into another. County leaders should be able to see that information and map it out.

Next Steps

Yesenia thanked everyone for meeting and noted that the calendar invitations for upcoming meetings will be sent soon.

Josh reviewed the next steps and adjourned the meeting.

Next steps include:

- Metro to share Committee vacancy recruitment resources.
- Multnomah County to share their in-and out-flow dashboard.
- Next meeting: May 19, 2025, 9:30 am – 12 pm.

Adjourn

The meeting adjourned at 12:00 pm.

The following materials were received
during the meeting.



Metro

Drafting a Regional Framework

Metro President's Work Group

June 2, 2025



A shared foundation for SHS

- What are we trying to do?
How will we know if it's working?
- Shared priorities,
improved implementation
- Better collaboration and accountability
among system partners

Draft Regional Vision Framework

- Focus on feedback themes, common ground and pragmatism
- Integrated guiding principles, outcomes and strategies
- Further refinement needed

Draft regional vision: Option A

Everyone in the region can access an affordable, stable place to call home, along with the supports they need to recover and thrive.

Prepared for Metro President's Work Group discussion | June 2, 2025

Draft regional vision: Option B

The region supports stable and thriving communities through a compassionate, coordinated, and clear response to homelessness.

Prepared for Metro President's Work Group discussion | June 2, 2025

Draft regional vision: Option C

Homelessness is rare, brief and nonrecurring for anyone who experiences it in the region.

Prepared for Metro President's Work Group discussion | June 2, 2025

Draft regional mission

To achieve this vision, we will create a coordinated and integrated regional system of care, built on shared goals and guided by regional leadership, oversight, and accountability.

Prepared for Metro President's Work Group discussion | June 2, 2025

Draft system goals

- 1) A **regional governance structure** with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination
- 2) Regional **consistency and alignment** in policies, program standards, contracting, and performance measures across jurisdictions and programs
- 3) Regional **data reporting and monitoring** based on consistent methodologies and definitions that support regional evaluation and performance tracking
- 4) **Transparency and accountability** through clear communication with the public and continuous improvement to ensure program goals are achieved
- 5) Regular **assessment of needs and gaps**, barriers and process improvements across the homeless services and housing systems and other related sectors including healthcare, criminal justice and workforce

Draft program goals

1. **Prevent** people from entering homelessness
2. Reduce **unsheltered** homelessness
3. Increase **co-enrollment** in health and behavioral health services
4. **Connect** people experiencing homelessness to permanent housing
5. Increase the **efficiency and effectiveness** of the housing placement process
6. Reduce the **length of time** people experience homelessness
7. Expand access to **affordable housing**
8. Ensure **housing stability** and retention for people placed in housing
9. Reduce **disparities** in rates of homelessness and housing outcomes
10. Foster safe, stable and **livable communities**

Program Goal	Regional Outcomes	Key Performance Indicators
3. Increase co-enrollment in health and behavioral health services	The number of people in the homeless services system with connections to needed health and behavioral health services will increase by XX% annually	Percentage of people who need health or behavioral health services who are enrolled in services
	The number of recovery-oriented and stabilization beds for people experiencing homelessness will increase by XX by 20XX (or annually)	Number of recovery-oriented and stabilization beds designated for people experiencing homelessness
	The percentage of people experiencing homelessness with serious mental health or substance use disorder issues who are <u>connected with appropriate treatment and services</u> will increase by XX by 20XX (or annually)	Percentage of people eligible for residential treatment, stabilization programming, enhanced PSH, or other types of specialized services who receive those services



Metro

Questions on Draft Regional Vision Framework?



President Peterson's proposal

- Reflection on Work Group's feedback
- Engagement with constituents
- Amplify core elements

President Peterson's proposed vision

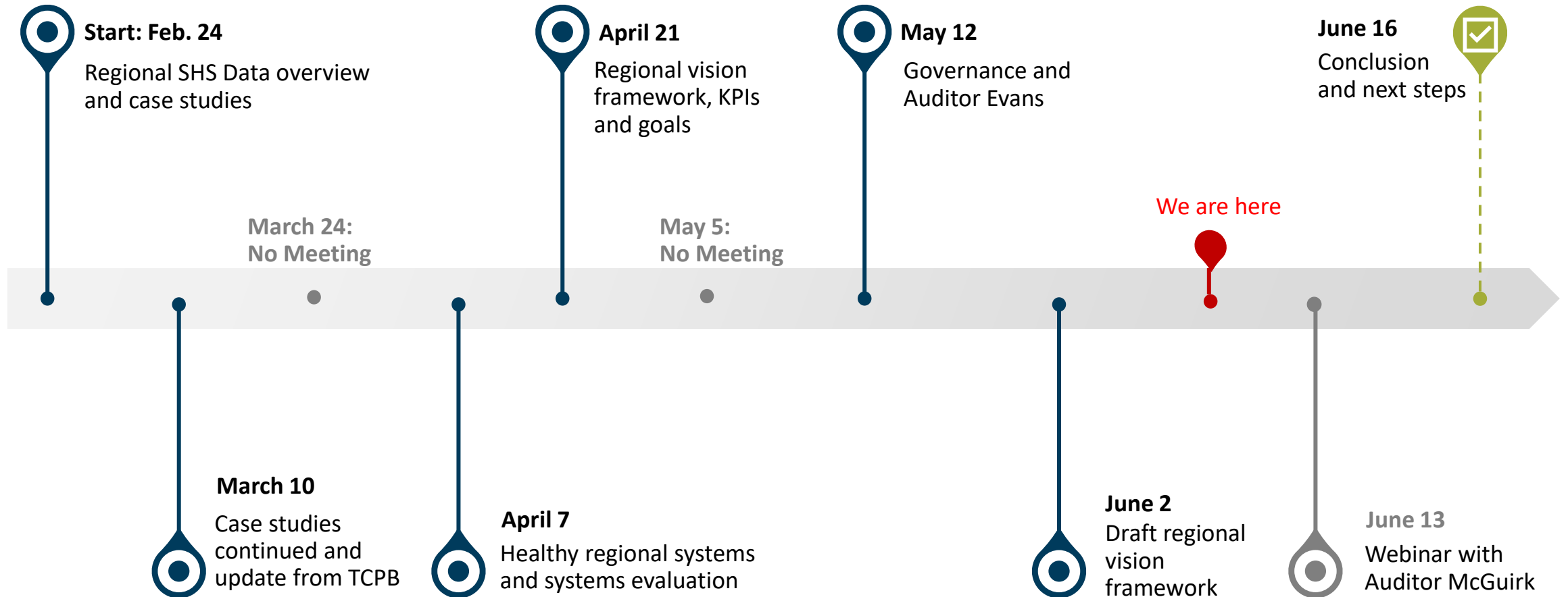
Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support and increased self-sufficiency.

Prepared for Metro President's Work Group discussion | June 2, 2025

oregonmetro.gov



Metro President's Work Group timeline



A shared foundation for SHS

- What are we trying to do? How will we know if it's working?
- Shared priorities and improved implementation
- Better collaboration and accountability among system partners

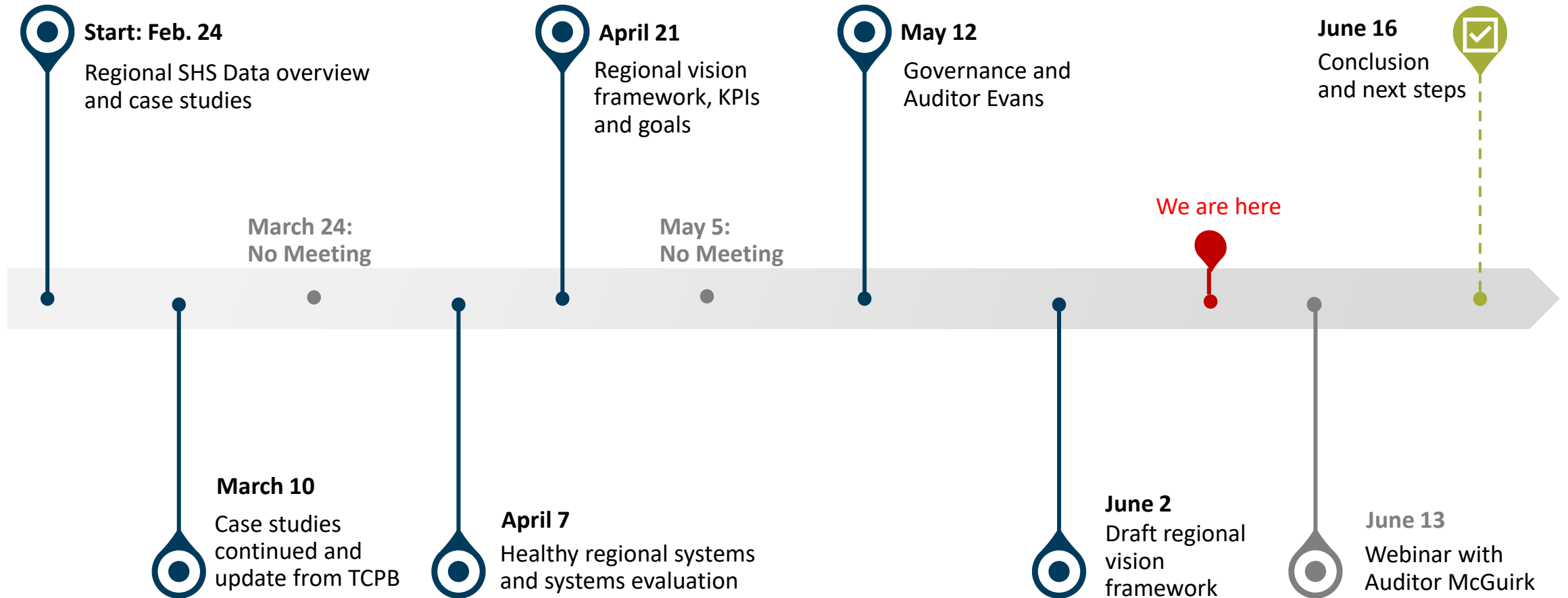
Draft regional vision framework

- Focus on feedback themes, common ground and pragmatism
- Integrated guiding principles, outcomes and strategies
- Further refinement needed

Elements of draft framework

- Draft **vision** statement options
- Draft **mission** statement
- Draft guiding principles
- Draft system and program **goals**; example outcomes and **key performance indicators**
- Draft program strategies

Metro President's Work Group timeline



DRAFT Regional Vision Framework

This is a draft of the Regional Vision Framework based on a synthesis of key themes from the Work Group's exercises and discussions as well as the framework documents submitted by workgroup members. In addition to vision, mission, goals and KPIs, this draft includes two other sections (guiding principles and program strategies) that were added to more fully capture the workgroup's input.

Vision

The workgroup will select from three options:

Option A: Everyone in the region can access an affordable, stable place to call home, along with the supports they need to recover and thrive.

Option B: The region supports stable and thriving communities through a compassionate, coordinated and clear response to homelessness.

Option C: Homelessness is rare, brief and nonrecurring for anyone who experiences it in the region.

Mission

To achieve this vision, we will create a coordinated and integrated regional system of care, built on shared goals and guided by regional leadership, oversight and accountability.

Guiding Principles

1. Respond to the homelessness crisis with urgency.
2. Ensure that every person experiencing homelessness or housing instability in our region can access the services they need—no matter who they are, where they are or what door they enter.
3. Center the dignity and needs of people experiencing or at risk of homelessness, pairing compassionate support with clear expectations.
4. Advance equity by improving service access and outcomes for communities disproportionately impacted by housing instability and homelessness.
5. Strengthen cross-sector partnerships and coordination to align housing with other essential services, including healthcare, mental health and substance use recovery services.
6. Create an adaptable structure that is data-driven and responsive to continuous feedback and improvement.
7. Serve the diverse needs of the region, providing jurisdictions the flexibility to create tailored solutions to address local priorities and needs within a shared regional framework.
8. Support solutions that foster safe, livable and healthy communities for everyone in our region.
9. Cultivate public trust through transparency and accountability.
10. Build the capacity and sustainability of the nonprofit organizations that are the backbone of effective program implementation.

Regional Goals

More detail on each of the regional goals is provided in the tables in the next section.

System goals

Build a regional system that includes:

1. A **regional governance structure** with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination
2. Regional **consistency and alignment** in policies, program standards, contracting, and performance measures across jurisdictions and programs
3. Regional **data reporting and monitoring** based on consistent methodologies and definitions that support regional evaluation and performance tracking
4. **Transparency and accountability** through clear communication with the public and continuous improvement to ensure program goals are achieved
5. Regular **assessment of needs and gaps**, barriers and process improvements across the homeless services and housing systems and other related sectors including healthcare, criminal justice and workforce

Program goals

Implement programs and strategies that will:

1. **Prevent** people from entering homelessness
2. Reduce **unsheltered** homelessness
3. Increase **co-enrollment** in health and behavioral health services
4. **Connect** people experiencing homelessness to permanent housing
5. Increase the **efficiency and effectiveness** of the housing placement process
6. Reduce the **length of time** people experience homelessness
7. Expand access to **affordable housing**
8. Ensure **housing stability** and retention for people placed in housing
9. Reduce **disparities** in rates of homelessness and housing outcomes
10. Foster safe, stable and **livable communities**

Metrics of Success

Process Metrics

This table shows examples of the types of regional outcomes and key performance indicators that could be tracked for the system goals shown above. Metro would be responsible for tracking and reporting on these metrics.

System Goal	Regional Outcomes	Key Performance Indicators
1. A regional system of care with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination.	Regional planning and decision making will be more effective, informed, streamlined and transparent	Surveys of key stakeholders will show improved confidence in governance and oversight
2. Regional consistency and alignment in policies, program standards, contracting and performance measures across jurisdictions and programs	Policies, definitions, program standards, contracting and performance measures will be fully aligned across jurisdictions	Program monitoring and evaluation will demonstrate regional alignment and consistency across jurisdictions
3. Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking	Consistent data collection, reporting, methodologies and definitions will support effective evaluation and compliance	A regional dashboard tracking progress on all regional key performance indicators will be updated quarterly
4. Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved	Public understanding and support will increase year over year	Public polling will show increasing percentages of voters believe SHS is a good investment of taxpayer resources
5. Regular assessment of needs and gaps , barriers and process improvements across the homeless services and housing systems and other related sectors	Regional decision makers and implementing jurisdictions will have the information they need to inform planning and priority setting	Comprehensive data on needs, system capacity, system gaps and barriers will be available by 2026 and updated annually as needed

Program Metrics

This table shows examples of the types of outcomes and key performance indicators that could be developed and reported at a regional level for the program goals shown above. Performance on the regional outcomes would inform regional planning and system-level changes. Implementing jurisdictions would establish their own metrics to show how each jurisdiction will contribute toward the regional outcomes and to track jurisdiction-level and program-level performance.

Program Goal	Regional Outcomes	Key Performance Indicators
1. Prevent people from entering homelessness	The number of households becoming homeless for the first time will be reduced by XX% by 20XX (or annually)	Number of households entering the homeless services system with no previous HMIS enrollment
	XX% of households at risk of homelessness will be stabilized in their housing by 20XX (or annually)	% of households served through prevention programs that are stably housed 12 months later
	The number of people discharged into homelessness from other systems will be reduced by XX% by 20XX (or annually)	Number of people entering the homeless services system directly after being discharged from other systems
2. Reduce unsheltered homelessness	The number of people experiencing unsheltered homelessness will decrease by XX% annually	Number of people experiencing unsheltered homelessness (based on comprehensive by-name lists once available in all three counties)
	The percentage of people experiencing unsheltered homelessness placed in shelter will increase by XX% annually	Rate of placements from unsheltered homelessness to shelter
	The percentage of people experiencing unsheltered homelessness placed in housing will increase by XX% annually	Rate of placements from unsheltered homelessness to transitional or permanent housing
3. Increase co-enrollment in health and behavioral health services	The number of people in the homeless services system with connections to needed health and behavioral health services will increase by XX% annually	Percentage of people who need health or behavioral health services who are enrolled in services
	The number of recovery-oriented and stabilization beds for people experiencing homelessness will increase by XX by 20XX (or annually)	Number of recovery-oriented and stabilization beds designated for people experiencing homelessness
	The percentage of people experiencing homelessness with serious mental health or substance use disorder issues who are connected with appropriate treatment and services will increase by XX by 20XX (or annually)	Percentage of people eligible for residential treatment, stabilization programming, enhanced PSH, or other types of specialized services who receive those services

Program Goal	Regional Outcomes	Key Performance Indicators
4. Connect people experiencing homelessness to permanent housing	At least X,XXX households experiencing prolonged homelessness will be placed into permanent supportive housing by 20XX	Number of PSH placements for Population A compared to number of households in need of PSH
	At least XX,XXX households experiencing short-term homelessness or at risk of homelessness will be stabilized in permanent housing by 20XX	Number of housing placements and homelessness preventions for Population B compared to number of households in need of housing stabilization
	The rate of exits to permanent housing will equal or exceed the rate of inflow into homelessness by 20XX	Average monthly inflow into homeless services system compared with exits to permanent housing
5. Increase the efficiency and effectiveness of the housing placement process	Every household seeking services will have an Individual Service Plan	Percentage of households in homeless services system that have an active case management plan
	XX% of households seeking services will be connected with appropriate services within XX days	Average time from coordinated entry assessment to connections to appropriate housing and services
	The length of time to housing placement will be reduced by XX% annually	Average length of stay in shelter and transitional housing before securing permanent housing
		Average length of time from program entry to housing placement
	The rate of housing placement from streets or shelters will be increased by XX% annually	Exit rate from shelters or street outreach to permanent housing
	The cost per housing placement will align with regional standards	Total number of housing placements divided by total budget compared to regional standard
7. Reduce the length of time people experience homelessness	The average length of time people experience homelessness will be reduced by XX% by 20XX (or annually)	Average number of days people experience homelessness before placement in permanent housing
	The number (or rate) of people experiencing prolonged homelessness will be reduced by XX% by 20XX (or annually)	Number or percentage of people that have experienced 12 or more months of literal homelessness over three years
7. Expand access to affordable housing	X,XXX affordable housing units will be added to the region's regulated housing portfolio by 20XX	Number of regulated affordable units added annually
	The number of PSH units will increase by XX% by 20XX (or annually)	Number of PSH units added annually
	The number of private market units providing housing for people exiting homelessness will increase by XX% by 20XX (or annually)	Number of households in housing using a regional long-term rent assistance voucher annually
		Number of private market landlords renting to long-term rent assistance voucher holders

Program Goal	Regional Outcomes	Key Performance Indicators
8. Ensure housing stability and retention for people placed in housing	At least XX% of households placed in permanent housing will achieve long-term housing stability	Retention rates for all SHS-funded housing placements by program type
	Less than XX% of households placed or stabilized in permanent housing will return to homelessness	Returns to homelessness within 24 months for people exiting to permanent housing or served through homelessness preventions
	At least XX% of households placed in permanent housing will increase their income through wages or benefits	Increase in employment-related income and total income from program entry to annual assessment or exit
9. Reduce disparities in rates of homelessness and housing outcomes	Demographic groups and sub-populations that disproportionately experience homelessness will have equitable access to housing services	Demographics of people served by SHS-funded services compared to demographic composition of homeless population
	Housing placement and retention rates will be equitable for all demographic groups and sub-populations that disproportionately experience homelessness	Demographics of people placed and retained in permanent housing compared to demographic composition of homeless population
	Services will be provided by organizations and staff that reflect the cultures and demographics of the region's homeless population	Number of culturally specific providers contracted with to provide services and the value of contracts
		Annual demographic surveys of frontline staff in all contracted providers
10. Foster safe, stable and livable communities <i>These metrics cannot be tracked at a regional level. Jurisdictions will establish and track specific outcome targets and KPIs related to this goal based on local priorities and available data.</i>	The strain of homelessness on public safety and crisis systems will be reduced	Number of EMS calls, emergency room visits, hospital stays, police interactions, arrests, and incarcerations for people experiencing homelessness
	The impact of homeless encampments on neighborhood livability will be reduced	Percentage of reported encampments that are successfully resolved within X days
		Number of complaints or calls to police about encampments from community members

Program Strategies

Implementing jurisdictions will develop their own programs, budgets and implementation plans to meet local needs and contribute to the regional goals, guided by a regional menu of strategies that include:

Access

- **Outreach and engagement:** A comprehensive system of street outreach and access centers to connect people experiencing homelessness with services and address their immediate housing barriers.
- **Service connections:** A regionally integrated coordinated entry system that efficiently connects people to easily accessible services and housing.

Prevention

- **Homelessness prevention:** Programs to prevent people at high risk of homelessness from losing their housing due to temporary crises through short-term financial assistance and problem-solving supports.

Stabilization

- **Emergency shelter:** Access to a range of shelter options to provide people experiencing homelessness with interim stability and connect them with pathways to stable housing.
- **Stabilization programming:** Transitional housing with intensive, specialized services for people with serious behavioral health and medical conditions, providing structured pathways from shelter to housing.

Housing

- **Housing navigation:** Assessment of housing barriers and needs, support to address immediate housing barriers, housing search and application assistance, and assistance with move in costs.
- **Housing access:** Strategies to increase the availability of housing units through affordable housing development, expanding access to rent assistance, and strengthening landlord partnerships.
- **Housing placement:** Rapid rehousing and other programs providing short- and medium-term rent assistance combined with supportive services for people who can maintain housing long-term.
- **Permanent supportive housing:** Long-term housing assistance and intensive services to support housing stability for people with a disability who have experienced prolonged homelessness.

Services

- **Supportive services:** Case management, individualized service plans and connections to tailored wraparound supports to meet each person's unique needs.
- **Housing stability:** Housing retention support, connections to wraparound services, and assistance with income and employment growth to support people to achieve long-term housing stability.

Cross-system partnerships

- **Coordination with health and behavioral health systems:** Integrated strategies to provide seamless connections to appropriate housing supports at different stages of care.
- **Public safety partnerships:** Coordinated strategies to prevent discharges into homelessness, reduce the impact of homelessness on public safety system resources, and support community livability.

Metro Council President Peterson's Proposed Regional Vision Framework

Building from a synthesis of the Work Group's feedback, this draft regional vision framework incorporates Metro Council President Lynn Peterson's reflections and further focuses on elements that she believes will foster the progress voters and community members wish to see on these issues across our region.

Vision

Homelessness is addressed through a recovery-oriented system of care, moving our neighbors from crisis to independence by building long-term stability with effective services, holistic support and increased self-sufficiency.

Mission

To achieve this vision, we will create a coordinated, regional system that recognizes homelessness as an emergency, by investing in what works and removing barriers to individual and community success.

*Note: **Proposed Goals** (system and program) and **Metrics of Success** (process and progress) are detailed on pages 2-4.*

Goals

System	Program
<p>Build a regional system that includes:</p> <ol style="list-style-type: none"> 1. A regional system of care with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination 2. A culture of learning through annual evaluation of gaps, barriers and process improvements across the homeless services and housing systems and related sectors including healthcare, criminal justice and workforce 3. Regional consistency, alignment, and compliance in policies, program standards, contracting and performance measures across jurisdictions and programs 4. Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking 5. Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved 	<p>Implement programs and strategies that will:</p> <ol style="list-style-type: none"> 1. Reduce unsheltered homelessness by XX% annually 2. Create an Individual Service Plan for every household or person needing services 3. Increase co-enrollment in health, mental health, and substance abuse recovery services 4. Prevent people from entering homelessness 5. Reduce the length of time people experience homelessness 6. Connect people experiencing homelessness to permanent housing 7. Expand access to affordable housing 8. Ensure housing stability for people placed in housing 9. Reduce disparities in rates of homelessness and housing outcomes 10. Foster safe, stable and livable communities

Metrics of Success

Process Metrics

This table shows regional outcomes and key performance indicators that could be tracked for Metro Council President Peterson’s proposed system goals shown above. Metro would be responsible for tracking and reporting these metrics.

System Goal	Regional Outcomes	Key Performance Indicators
1. A regional governance structure with clear roles and responsibilities, effective leadership and oversight, and cross-jurisdictional coordination	Regional planning and decision making will be more effective, informed, streamlined and transparent	Surveys of key stakeholders will show improved confidence in governance and oversight
2. A culture of learning through annual evaluation of gaps, barriers and process improvements across the homeless services and housing systems and other related sectors	Regional decision makers and implementing jurisdictions will have the information they need to inform planning and priority setting	Comprehensive data on needs, system capacity, system gaps and barriers will be available by 2026 and updated annually as needed
3. Regional consistency, alignment, and compliance in policies, program standards, contracting and performance measures across jurisdictions and programs	Policies, definitions, program standards, contracting and performance measures will be fully aligned across jurisdictions	Program monitoring and evaluation will demonstrate compliance to aligned definitions and standards
4. Regional data reporting and monitoring based on consistent methodologies and definitions that support regional evaluation and performance tracking	Consistent data collection, reporting, methodologies and definitions will support effective evaluation and compliance	A regional dashboard tracking progress on all regional key performance indicators will be updated quarterly
5. Transparency and accountability through clear communication with the public and continuous improvement to ensure program goals are achieved	Public understanding and support will increase year over year	Public polling will show increasing percentages of voters believe SHS is a good investment of taxpayer resources

Program Metrics

This table shows outcomes and key performance indicators that could be developed and reported at a regional level for Council President's proposed program goals shown above. Performance on regional outcomes would inform regional planning and system-level changes. Implementing jurisdictions would establish their own metrics to show how each jurisdiction will contribute toward regional outcomes and to track jurisdiction-level and program-level performance.

Program Goal	Regional Outcomes	Key Performance Indicators
1. Reduce unsheltered homelessness by X% annually	The number of people experiencing unsheltered homelessness will decrease by XX% annually	Number of people experiencing unsheltered homelessness
2. Create an Individual Service Plan for every household or person needing services	All households seeking services will have barriers to stability and service connection needs documented in a plan	Percentage of services and referrals provided on schedule according to established service plans
3. Increase co-enrollment in health, mental health, and substance use recovery services	The number of people with connections to the health and behavioral health services they need will increase by XX% annually	Percentage of people who need health or behavioral health services who are enrolled in services
4. Prevent people from entering homelessness	The number of households becoming homeless for the first time will be reduced by XX% annually	Number of households entering the homeless services system with no previous HMIS enrollment
5. Reduce the length of time people experience homelessness	The average length of time people experience homelessness will be reduced by XX% annually	Average number of days people experience homelessness before placement in permanent housing
6. Connect people experiencing homelessness to permanent housing	The rate of exits to permanent housing will equal or exceed the rate of inflow into homelessness by 20XX	Average monthly inflow into homeless services system compared with exits to permanent housing
7. Expand access to affordable housing	The number of units providing housing for people exiting homelessness will increase by XX% by 20XX	Number of regulated affordable, private market and PSH units providing housing to people exiting homelessness
8. Ensure housing stability for people placed in housing	At least XX% of households placed in permanent housing will achieve long-term housing stability	Retention rates for all SHS-funded housing placements by program type

Landlord Recruitment and Retention Quarterly Report Addendum

This document serves as an addendum to the Landlord Recruitment and Retention Quarterly Report. It includes current quarter metrics, a brief narrative, a list of participating housing and service providers, and an overview of county involvement in the pilot program assessment and is intended to answer questions raised by members of the TCPB.

Is Housing Connector working with any non profit providers? Yes, No, Why?

Yes. Below is a list of the housing and service providers working with Housing Connector. One consistent sticking point for organizations that haven't partnered with them is the requirement for services providers to offer a year of housing stability services, which many Rapid Re-housing (RRH) programs cannot fulfill due to the limited duration of the programming.

- Reach CDC
- Home Forward
- Northwest Pilot Project
- Sunstone Way
- JOIN PDX
- Do Good Multnomah
- Transition Projects
- IRCO
- Our Just Future
- Cultivate Initiatives
- Path Home
- Impact NW
- NARA Northwest
- New Narrative
- Salvation Army
- Urban League
- 4D Recovery
- Rockwood CDC
- Bybee Lakes
- Ground Score Association
- Pacific Refugee Support Group
- City Team
- Latino Network
- Blanchet House
- Cascade AIDS Project
- Central City Concern

- El Programa Hispano Catolico
- Janus Youth
- Cascadia Health
- Outside In
- YWCA
- Bradley Angle
- Self Enhancement, Inc.
- Portland VA
- Portland Public Schools McKinney Vento
- Lifeworks NW
- Independent Living Resources
- Telecare
- Family Promise of Metro East
- NAYA
- Transcending Hope
- Urban Alchemy
- Mental Health And Addiction Association of Oregon

Have the other counties reviewed the pilot and been involved in its assessment?

The Housing Connector Pilot Program has been discussed with the representatives of each county during the Landlord Recruitment and Retention workgroup meetings throughout this first year which has resulted in valuable insights and feedback. Through initial and ongoing collaborative discussions, the LRR workgroup have uplifted the following emerging insights and interests:

- **Emerging Insights:**
 - Providers have shared the Housing Connector platform has become a valuable tool for accessing units when beginning a housing search.
 - Housing Connector's model currently includes its own set of landlord incentives. While this is helpful, this could potentially lead to confusion and an added layer of complexity for landlords/providers navigating and tracking which incentives they have access to and for which tenants.
 - There is interest in exploring which components of the Housing Connector model are best suited for the Metro region and which components are negotiable.
 - Concerns about limited RIF funding given the current funding landscape.

- **Areas of Continued Interest:**

- User friendliness and navigation of Housing Connector platform
- Impact of Housing Connector model on housing placement timelines

June 9, 2025

Metro
Supportive Housing Services-Tri-County Planning Body

RE: Regional Landlord Recruitment, Coordinated Entry, Health Care System Alliance

Members of the Board,

I would like to offer a unique opportunity to expand shelter and rehabilitation access for our homeless community members. As the Metro planning body continues its work in allocating resources from the Regional Investment Fund (RIF), I'd like to suggest the redevelopment of the East Moreland Recreation Center in Multnomah County District 3.

I am the contact person for the property owner who is open to establishing a private-public partnership to serve the community in the sale or lease of this facility to support our homeless population.

This private property is uniquely situated on 10 acres adjacent to the Johnson Creek River. The facility itself has an impressive 50,000 sq ft. of space which includes all the necessary amenities for a shelter or rehabilitation site: bathrooms, lockers, showers, full size basketball court (which can be utilized to support temporary bed placement), offices, dinning area, and two kitchens. Space inside the facility can be utilized for culturally specific services for people of color. The outside of the property can also accommodate temporary housing pods. Given the size of the space, multiple non-profit agencies can work together at this location to serve our community members.

Lastly, the most interesting part which makes it special from all other treatment and rehabilitation centers is the serene, private setting just 14 minutes away from downtown Portland. To top that off, Trimet light rail and bus transportation are right next door!

I believe this strategy is way to "think outside the box" and create a new innovative solution to our current community of care system. If the Tri-County Planning Body wants to receive more information about this opportunity, I am available to meet in-person to discuss further details.

Thank you for your time and consideration.

Respectfully,

Alexander Kanso

Alexander Kanso
(503)-890-1014
Alexander.Kanso1@gmail.com

16:11:39 From Kathryn Harrington : Yvewtte, you may not be on mute (typing)

16:16:12 From Ben Duncan (Kearns & West) : For all presenters, please introduce yourself when you first participate in the discussion/present.

16:28:22 From Sahaan McKelvey to Hosts and panelists : BRB

16:29:22 From Abby Ahern : Oops, forgot to introduce myself when I answered a question. Abby Ahern (she/her) Metro- Housing Policy Analyst

16:50:30 From Valeria McWilliams (she/ella), Metro to Hosts and panelists : Monday the 16th not the 8th*

16:51:31 From Valeria McWilliams (she/ella), Metro : Correcting that Melissa meant Monday, June 16th, not the 8th* as the last Metro President's Work Group meeting

16:54:08 From Melissa Arnold : Thanks Valeria, I must have had a typo!

16:59:27 From Melissa Arnold : Thanks so much, Sahaan, for the reflection

17:02:07 From Melissa Arnold : Thanks Councilor

17:06:41 From Sahaan McKelvey to Hosts and panelists : Stop beating each other up and focus on the lives we need to save and serve! Very well said Chair Harrington.

17:06:47 From Melissa Arnold : Thank you, Chair Harrington

17:07:00 From Metro Housing Department : From Sahaan McKelvey to all panelists 05:06 PM
Stop beating each other up and focus on the lives we need to save and serve! Very well said Chair Harrington.

17:07:14 From zoi She/Her/Ella to Hosts and panelists : Thanks Sahaan for the honest insight. Appreciate you Chair Harrington and your leadership

17:07:25 From Metro Housing Department : From zoi She/Her/Ella to all panelists 05:07 PM
Thanks Sahaan for the honest insight. Appreciate you Chair Harrington and your leadership

17:07:35 From Metro Housing Department : Reminder to please keep chat set to everyone. Thank you!

17:09:46 From Kathryn Harrington : Announcement: WA Co Hillsboro Recovery Center is now open, with Hawthorn Walk-in center (the urgent Mental Health crisis center) with all the various support partners offering direct services (MH & SUD), peer supports and more opening in July. The WA Co Beaverton REcovery Center opens this upcoming winter.

17:10:32 From Nicole Larson : Thank you each for your honest feedback about your experiences in the workgroup. Appreciate you all

17:12:19 From Sahaan McKelvey : All great questions Cameron!

17:17:46 From Sahaan McKelvey : Our experts here can look at other jurisdictions and have a great lens to apply what is working, or not working, in other places to what our needs are here.

17:18:56 From Cameran Murrphy : Yes absolutely Sahaan

17:18:58 From Sahaan McKelvey : I have looked pretty in depth at Houston, Milwaukee, and LA. There are definite lessons we can take from each of those even with some of the landscape differences that we have in our region.

17:19:36 From Mindy Stadtlander (she/her) : Have fun Ben!!

17:19:39 From Yoni Khan : I know that Santa Cruz and Contra Costa Counties in California have very innovative models for coordination of services

17:24:05 From Kathryn Harrington : Do you want questions at the end of Kris's overview of all? I assume so.

17:24:24 From Valeria McWilliams (she/ella), Metro : Yes please, thank you for the question Chair Harrington

17:26:17 From Melissa Arnold : Thanks again, Work Group members for your candor today and ongoing passion for this work, and thank you members for your questions and feedback as well. I'm going to hop off but will ensure that summary is sent along in a follow up, along with the other materials I mentioned. Have a great evening!

17:28:47 From Valeria McWilliams (she/ella), Metro : Questions from Kris Smock that you can consider to provide feedback or suggestions on this draft: o Is there content or information that is missing from the draft that you would like to see included?

o Are there any sections that you think should be reframed or approached differently?

o Are there key messages that you want to communicate about the work that aren't adequately captured in the draft?

17:47:59 From Sahaan McKelvey : I would also love to see the Oversight Committee equivalent of this type of summary. Thanks Cameron for asking about that!

17:49:25 From Valeria McWilliams (she/ella), Metro : We can certainly share that with the committee in our meeting follow up email.