

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services (SHS) Oversight Committee Retreat
Date: Monday, December 13, 2021
Time: 9:00 a.m. to 11:30 a.m.
Place: [Virtual meeting](#)
Purpose: Session 3: Clarity in roles and functions of SHS program and of SHS oversight; set direction for committee meeting structure and calendar year 2022 meeting frequency and schedule

9:00 a.m. Welcome and Introductions
9:15 Presentation: Supportive Housing Services Program Oversight Roles
9:45 Break
9:50 Discussion: Committee Oversight Role & Functions
11:05 Discussion: Committee Meeting Structure and 2022 Meeting Frequency
11:20 Questions & Next Steps
11:30 a.m. Adjourn

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Supportive Housing Services (SHS) Oversight Committee

Excerpts from Metro Code, Supportive Housing Services Work Plan, and the SHS Oversight Committee Charter

This document consists of excerpts from Metro Code, the SHS Oversight Committee Charter, and Supportive Housing Services Program Work Plan regarding the SHS Regional Oversight Committee purpose, overall role, responsibilities and duties. It does not include excerpt language on committee structure, membership, or specific roles within the committee.

[Metro SHS Work Plan](#) (Includes SHS Oversight Committee Charter as an addendum)

3.4 REGIONAL OVERSIGHT COMMITTEE

In accordance with Metro Code Section 2.19.270, Metro will appoint a Regional Oversight Committee to provide policy and programmatic guidance, monitor programmatic expenditures and evaluate outcomes (see Addendum B). The committee will be charged with the following duties:

- A. Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval;
- B. Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals;
- C. Monitor financial aspects of program administration, including review of program expenditures; and
- D. Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.

4.5 ADMINISTRATIVE COSTS (excerpt from section)

D. "The Regional Oversight Committee will include an analysis of service provider administrative costs in its annual monitoring of program expenditures. Based on this review, the committee may recommend adoption of service provider administrative cost guidelines for Metro Council consideration."

"At least annually, the Regional Oversight Committee will consider whether the recommended administrative costs should be reduced or increased."

5.3 ANNUAL REVIEW PROCESS

"As part of the annual review process, the Regional Oversight Committee will evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners and service providers and consider if any costs should be reduced or increased. The committee will present any such recommendations to the Metro Council."

From the SHS Oversight Committee Charter

Regional Oversight Committee's Purpose and Authority

“The purpose of the Regional Oversight Committee is to provide independent program oversight on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes and to ensure transparency and accountability in Supportive Housing Services Program activities and outcomes.”

Duties: *Duties listed in the charter are identical to those listed above in section 3.4 of the Work Plan.*

Metro Code – Chapters/Titles 2.19.280 and 11

2.19.280 Supportive Housing Services Regional Oversight Committee

(a) Committee Established. A 15-member regional oversight committee (hereafter, “Supportive Housing Services Regional Oversight Committee” or “Regional Oversight Committee”) will oversee the Supportive Housing Services Program.

(b) Purpose and Authority: *[identical language to what is included in section 3.4 of the SHS Work Plan]*

Title XI (11.01.010-11.01.190) SUPPORTIVE HOUSING SERVICES PROGRAM

11.01.100 Failure to Comply with Local Implementation Plan

“(a) In coordination with the Regional Oversight Committee, Metro may adjust the allocation formula if program funds are unable to be fully spent in accordance with the regional program. Metro may also establish a regional reserve fund in order to address unanticipated expenses and cash flow needs.”

11.01.140 Oversight Committee Review of Administrative Costs

“At least annually the Regional Oversight Committee will consider whether Metro’s collection and administrative costs and each Local Implementation Partner’s administrative costs could or should be reduced or increased. The Regional Oversight Committee will recommend to the Metro Council at least once a year as to how Metro can best limit collection and administrative costs.”

Supportive Housing Services Oversight Committee
Purpose, Responsibilities and Authority Discussion
Guidance Document

The purpose of the Regional Oversight Committee is to provide **program oversight** on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes as described in local implementation plans and to ensure transparency and accountability in Supportive Housing Services Program activities and outcomes.

Here are the Committee responsibilities (as outlined in Metro Code). Also included is guidance written by Metro staff, to serve as a basis for discussion.

The **purpose and authority** of the Supportive Housing Services Regional Oversight Committee is to:

- (1) Evaluate local implementation plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval**

What has this looked like so far?

Soon after being established, the SHS Oversight Committee took on this responsibility area and reviewed the SHS Local Implementation Plans for Clackamas, Multnomah and Washington counties. The committee set LIP considerations for each plan for purposes of achieving program goals and alignment with guiding principles. Once the committee found all requirements to be met, the committee then recommended all three plans for approval by Metro Council by spring of 2021.

The SHS OC has largely satisfied this first responsibility area, as LIPs have been approved by Metro Council. As framework documents, LIPs are not expected to change regularly. Instead, counties will develop annual work plans in cooperation with Metro that outline that year's specific strategies and investments and goals. Those work plans will align with the LIPs of each jurisdiction.

There may be rare times throughout the SHS program where LIPs do need to be amended. Should an LIP change be required, the county will follow the appropriate process as outlined in the intergovernmental agreement to create the change.

- (2) Accept and review annual reports for consistency with approved local implementation plans;**

What does this look like?

The SHS OC will receive annual reports from each of the jurisdictions that include reporting on the established regional outcome metrics, progress of meeting LIP goals, progress of meeting annual work plan goals, new program highlights, and success stories, to name a few areas. The SHS OC will review those annual reports to ensure that overall progress is being made against goals, that jurisdictions demonstrate the ability to report on outcome metrics and that

the overall program implementation aligns with both the LIP frameworks, developed annual work plans and program requirements.

Committee would review **annual reports** to answer questions like:

- Are county partners being transparent in terms of what they're investing in and what progress has been made?
- Has progress been made toward LIP goals (regional coordination, equity, stated overall goals)?
- Have annual work plan goals been achieved? If not, why?
- Are all required components included in the annual reports (see section 5.3 of the SHS Work Plan)?
- Are program activities, investments, goals and outcomes consistent with the approved LIPs?
- (Every three years) Was a program evaluation conducted and included with that year's reporting?

Progress Reports vs. Quarterly Reports

Although not a required element of the SHS program per Metro Code, the Measure or the Work Plan, county implementation partners have agreed to submit quarterly progress updates, responding to the SHS Oversight Committee's request to be kept informed of how implementation is progressing before a full program year has ended (when the annual report would be due). It is likely that quarterly reporting will become a required element of the program via the SHS intergovernmental agreement.

Metro staff are working with implementation partners to develop templates for quarterly reporting to ensure regional consistency. Quarterly reports will not be as robust as the annual report. The purpose of the quarterly report is for implementation partners to demonstrate that progress is being made and that outcomes data is being collected and shared. These reports are an opportunity for the SHS Oversight Committee to identify whether implementation partners are likely to meet annual goals.

Until those templates are developed, implementation partners are submitting quarterly progress reports (for which there is no template) that are regionally consistent. The first set of these progress reports will be submitted to the SHS Oversight Committee by mid-December, 2021. For a glimpse of what to expect in these reports, please see Attachment A.

(3) Monitor financial aspects of program administration, including review of program expenditures;

What does this look like?

Annual reports will include a financial reporting of program revenues (disbursements from Metro over the program year), expenses and a summary of financial leverage of other funding sources (an outcomes reporting requirement). Although templates are being developed, expense detail will include administrative expense categories (service provider, housing

authorities providing rent assistance, implementation partner admin), as well as investment expense categories including but not limited to:

- long-term/short-term rent assistance
- supportive services
- shelter and safety on/off street investments
- regional coordination
- culturally specific organization program and capacity investments
- County capacity
- Administrative costs: County and non-profit

The committee will also receive quarterly financial reporting from Metro that provides an overview of taxes collected, Metro's administrative expenses, and amounts distributed to partner jurisdictions.

Committee members would review **annual financial reporting** from Metro and the local implementation partners to answer questions like:

- Were funds prioritized according to the required 75% of funding allocated to Population A and 25% allocated to Population B?
- How do expenses compare to budget? Were program funds spent down? If not, why?
- Are expenditures meeting certain outcome metric goals? - e.g. Have investments in culturally specific organization capacity increased from the baseline and over time?
- Are administrative costs about 10% or less for local implementation partners and housing authorities who are administering rent assistance? If they're higher, are there good reasons for this?
- Are service provider administrative costs included in reporting? Is there enough information to perform an annual analysis?
- Do we understand the impact that investments have on programming?

(4) Provide annual reports and presentations to Metro Council and Clackamas, Multnomah, and Washington County Boards of Commissioners assessing performance, challenges, and outcomes.

What does this look like?

The SHS Oversight Committee, with the support of Metro staff, will pass along annual reports from the implementation partners to Metro Council and may develop an executive summary or other similar tool to include Metro's oversight/accountability progress and to tie the annual plans together. If the committee does this, it will provide the executive summary/similar report to each of the partner jurisdictions. The Oversight Committee, with Metro staff support and in collaboration with implementation partners, may present this information to jurisdictional leadership.

Attachment A

SHS Quarter 1 Progress Update from County Implementation Partners

Here is a list of what the Oversight Committee can expect to see from the first quarter progress reports from county implementation partners. The first quarter's progress reports are not official quarterly reports, as those templates are still part of IGA negotiations and are in development.

As county partners are in different places of homeless systems infrastructure and SHS implementation, reports will not be identical. Counties have worked to coordinate and align these progress updates as much as possible; however, there will be key differences in ability to report certain data or launch particular programs.

Here is what to generally expect with this first set of reports:

Reports will include an introduction section with results or program highlights.

Reports will feature new programs launched and/or expanded within the first quarter of programming. This includes:

- Short-term and emergency rent assistance programs with details like:
 - Number/Names of culturally-specific organizations working on the rollout of Emergency Rental Assistance (ERA) programs
 - Number of families that have been assisted with the program
 - Total amount of rent assistance used
- Shelter programs, with details like:
 - Location(s) of shelters
 - Total number of new shelter beds
 - Source of funding for purchasing buildings/sites
- Supportive services programs, with details like:
 - Descriptions of the new or expanded programs
 - Number of households served
 - Caseload sizes
- Regional Long-Term Rent Assistance (RLRA), with details like:
 - Goal of permanent housing placements in Year 1 and progress to that goal
 - Number of referrals to the voucher program
 - Housing placement outcomes

Reports also include progress updates on systems and equity investments, including:

- Culturally-specific capacity building
 - Examples of support: ie. additional administrative support for all culturally-specific organizations that contract with SHS program.
 - Funding received to date
 - Number/name of culturally specific organizations.
- SHS training programs for service providers

- Type of training series provided (ie. case management and housing navigation series, behavioral health training series, culturally and trauma informed care, community connect and HMIS user training) and how often they are offered
- Transparent and accessible procurement
 - Updates on any Request for Qualified Providers
 - Number of applications received
 - Number of organizations approved
 - Summary of any partnerships to support the process (outreach, reviewing and selection of applications)

Reports will also include a financial update, including reporting on:

- Revenues
 - Projected
 - Received
- Expenditures (Budgeted, Allocated, Actuals & Advances)
 - Housing and support services, which includes these types of programs:
 - Permanent Supportive Housing
 - Long-term Rent Assistance
 - Short-term rent assistance/ Rapid Re-Housing
 - Homeless/eviction prevention resources and services
 - Case management and other supportive services
 - Outreach/Safety-on-the-streets services
 - Shelter operations/services
 - Systems and capacity building
 - Regional Coordination/Investment Strategy
 - Program operating costs
 - Administration
- Total Expenditures
- Reserves
 - Program reserves
 - Stability reserves

Reports will also include a reporting on the SHS regional outcomes, as best as counties are able to report those metrics within the first quarter. In addition to those metrics, some reports will include added information such as:

- System Capacity
 - Number of households served with current year-round shelter programs
- Program Inflow/Outflow
 - Number of households assessed for housing
 - Number of households assisted with one of the housing programs
 - Number of households that existed the system without services
- Housing Placements
 - Number of households provided with one-time emergency rent assistance
- Length of Homelessness

- For people who have exited homelessness, the average length of homelessness
- For people who continue to experience homelessness, the average length of homelessness

Reports will also include current plans for new programs that are in the works, but may not have been fully in operation by the end of quarter 1 (Sept 30, 2021). For example, this will include updates like:

- Winter Shelter programs and progress to meeting shelter goals
- Permanent Supportive Housing
 - Updates on PSH planning and pipeline
- Community-Based Organization capacity building plans and progress of those plans

Reports will also provide updates on regional coordination on topics such as:

- Regional Long-term Rent Assistance
 - Updates on local implementation
- Culturally specific capacity building
 - Updates of tri-county workgroup working to propose a coordinated culturally-specific capacity building program for organizations in any of the three counties
- Data and definitions
 - Updates of tri-county workgroup convening to support the development of regionally-consistent definitions, demographic values, and data research including the Point In Time Count
- Coordinated procurement
 - If applicable, updates on tri-county coordinated RFPQ process