



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Agenda

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: February 8th
Time: 4:00pm-6:00pm
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will discuss goals, staff recommendations and next steps for the top four regional coordination priorities

4:00pm Welcome and Introductions

1. Welcome and introductions
2. Review meeting agenda and objectives
3. Approve January Meeting Summary

4:10pm Public Comment

4:15pm Staff Updates

4:20pm Training and Technical Assistance

4:40pm Employee Recruitment and Retention

5:00 pm Coordinated Entry

5:20pm Regionwide Landlord Recruitment

5:40pm Healthcare System Alignment

5:55pm Closing and Next steps

1. Next meeting: March 8th, 2023, 4-6pm

6:00pm Adjourn

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Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date/time: Wednesday, January 11, 2023, 4:00 PM – 6:00 PM
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will review regional coordination issue prioritization survey results and make decisions for preliminary recommendations for the Regional Plan.

Member attendees

Co-chair Eboni Brown (she/her), Co-chair Matt Chapman (he/him), Zoi Coppiano (she/her), Mercedes Elizalde (she/her), Yvette Hernandez (she/her), Monta Knudson (he/him), Nicole Larson (she/her), Michael Ong Liu (he/him), Sahaan McKelvey (he/him), Steve Rudman (he/him), Cristina Palacios (she/her)

Absent members

Alicia Schaffter (she/her), James Schroeder (he/him)

Elected delegates

Washington County Chair Kathryn Harrington (she/her), Multnomah County Commissioner Susheela Jayapal (she/her), Metro Councilor Christine Lewis (she/her)

Absent elected delegates

Clackamas County Chair Tootie Smith (she/her)

County staff representatives

Clackamas County – Vahid Brown (he/him), Multnomah County – Yesenia Delgado (she/her), Washington County – Jessi Adams (she/her), Jes Larson (she/her)

Metro

Liam Frost (he/him), Patricia Rojas (she/her)

Kearns & West Facilitators

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

Welcome and introductions

Liam Frost, Regional Housing Assistant Director, Metro, provided opening remarks and welcomed the Tri-County Planning Body (TCPB) to the meeting.

Co-chair Eboni Brown motioned to vote on approval of the December Meeting Summary.

The TCPB approved the December Meeting Summary.

Public comment

There was no public comment.

Update on TCPB's request of landlord engagement research

Liam Frost, Regional Housing Assistant Director, Metro, gave an overview of the research scope and deliverable.

Steve Rudman proposed adding staff recommendations as a deliverable.

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Washington County Chair Kathryn Harrington asked how to ensure TCPB efforts are focused and separate from Supportive Housing Services (SHS) Oversight Committee efforts.

Patricia Rojas, Regional Housing Director, Metro, responded that it's important for the TCPB and the SHS Oversight Committee to meet and share information to not duplicate efforts. She asked that if anyone notices any overlap, to bring it forward for discussion.

Co-chair Matt Chapman added that the Co-chairs of the TCPB, SHS Oversight Committee, and the Affordable Housing Bond Oversight Committee are meeting regularly to communicate and share information.

Cristina Palacios asked for the scope to include an equity lens criterium.

Liam Frost, Metro, noted that the scope would be completed in collaboration with county staff and that an equity lens will always be applied to recommendations.

Michael Liu reminded the group to stay focused on the chronically homeless population.

Mercedes Elizalde asked if there is an established equity lens tool that Metro utilizes.

Patricia Rojas, Metro, shared that Metro has an equity framework, but not a formal tool. She committed to sharing the framework with the committee after the meeting. She encouraged the TCPB to select a specific equity lens tool for their work and suggested carving time out at a future meeting to select a tool.

The TCPB approved the amended scope.

Liam Frost, Metro, shared that Metro will hire two additional full-time employees to support TCPB work.

Presentation of survey results

Liam Frost, Metro, presented an overview of the prioritization survey results, highlighting the top four strategies under each category. The four categories are capacity strategies, regional long-term rental assistance (RLRA), data, and systems alignment.

Ben Duncan, Kearns & West, opened the floor for TCPB members to express support for lower ranking strategies.

Co-chair Matt Chapman proposed a system mapping process that can be done concurrently with other work. In his proposal, two systems would be mapped: services for those who are chronically homeless and data collection. He asked if the TCPB could vote on this idea during the dot exercise.

Multnomah County Commissioner Susheela Jayapal asked if the term "cycles" as used in the TPCB process could be further defined and when do cycles start and stop.

Liam Frost, Metro, reminded the TCPB of the workflow document and its creation. A cycle is one round of the workflow.

Patricia Rojas, Metro, added that cycle lengths depend on what comes forward from the TCPB and how long those discussions and recommendations last. She emphasized that it's an iterative process.

Liam Frost, Metro, shared that Metro staff will share with the TCPB the different timelines of strategies and then the TCPB will decide which ones to move forward with.

Nicole Larson asked if the recommendation cycles will be by category or all together.

Patricia Rojas, Metro, responded that it's up to the TCPB to decide what they want to move forward, and the categories are not in competition with each other.

Cristina Palacios noted that it could be helpful to know what can be funded during the first cycle.

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Mercedes Elizalde asked how to bring forward information on work currently underway to help the TCPB prioritize.

Liam Frost, Metro, clarified that they do not want to duplicate work but see if work can be regionalized.

Patricia Rojas, Metro, responded that they can bring back information on work currently underway and if TCPB members want to know about specific areas of work to contact Metro staff.

Washington County Chair Kathryn Harrington suggested moving forward with Co-chair Matt Chapman's proposal of system mapping to understand where each county and the region currently is. She said that data could help the TCPB think of how to scale up to a regional system.

Steve Rudman noted that the SHS Oversight Committee will have their first annual report completed soon. He proposed moving forward in some aspect in all four categories.

Co-chair Matt Chapman shared that system mapping is foundational for effective discussion on other strategies.

Mercedes Elizalde thought that system mapping is necessary for other steps to occur and should be viewed as part of these strategies, not a separate strategy.

Patricia Rojas, Metro, confirmed that system mapping would be a part of a recommendation.

Washington County Chair Kathryn Harrington asked for clarification on the data category and if system mapping is its own strategy.

Multnomah County Commissioner Susheela Jayapal replied that data would be about how data is collected. She clarified that the systems mapping wouldn't necessarily be a separate strategy, but part of the work Metro staff would do for each strategy.

Patricia Rojas, Metro, confirmed that is true.

Michael Liu reflected that everyone seems to agree that system mapping would happen concurrently and asked if it could be removed from the dot exercise so the group could focus in on strategies.

Patricia Rojas, Metro responded that system mapping could be voted on for the spending of the Regional Investment Fund. At the next meeting, the TCPB could propose and vote on system mapping with a budget as part of a recommendation. After today's voting, Metro and County staff will identify next steps for the voted upon strategies, which would include systems mapping. Metro will bring back a system mapping proposal.

TCPB members concurred.

Preliminary recommendations discussion and decision

Ben Duncan, Kearns & West, walked the group through a dot exercise for the top strategies in all four categories.

TCPB members voted on the following strategies.

Prioritization of Capacity Strategies

1. Support wages and training for service providers as well as pay compensation for contractors since culturally specific services are often contracted out (17 votes)
2. Build and expand system capacity for culturally specific housing and service providers (4 votes)
3. Expand system capacity for people experiencing chronic homelessness (1 vote)

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4. Build technical assistance capacity for emerging service providers (0 votes)

Prioritization of Data

1. Coordinated entry needs to be a service matching tool to incentivize co-enrollment rather than being a queue for the bottleneck - several of the issues that were identified include data collection could be improved by having a single coordinated entry system that screens people into services (10 votes)
2. Standardize data collection methods (7 votes)
3. Establish consistency in program evaluation standards and procedures (1 vote)
4. Advise on improved communication of outcomes for public awareness (0 votes)

Prioritization of RLRA

1. Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions (10 votes)
2. Create a centralized, accessible, and streamlined process for RLRA. Learn from models in LA (Brilliant Corners) and Seattle (Housing Connector) (5 votes)
3. Program evaluation: strategies to ensure that the vouchers work for participants over time (2 votes)
4. Support the development and implementation of a regional model of a long-term rental assistance program (RLRA) (0 votes)

Prioritization of Systems Alignment

1. Shared priorities and opportunities for alignment with healthcare systems (including behavioral health) (8 votes)
2. Alignment of RLRA funding with Medicaid (2 votes)
3. Strategies to further integrate housing and homeless service systems (e.g. affordable housing construction and rent assistance plus services), as well as other services and systems serving people experiencing homelessness (0 votes)
4. Barriers to employment for people recently housed from homelessness and ready for employment (0 votes)

Liam Frost, Metro, shared that next steps for Metro include taking the top voted strategies and delivering recommendations for the TCPB to vote on in February.

Cristina Palacios expressed her concern for data collection integrity for Black, Indigenous, and People of Color and was interested in what methods would be used for data standardization.

Co-chair Matt Chapman replied that is a great point to consideration.

Cristina Palacios expressed her concern for the lack of votes for the “build and expand system capacity for culturally specific housing and service providers” strategy. She noted that she hoped folks would use an equity lens.

Zoi Coppiano shared she wanted to support wages and training, and that framework would have an equity lens.

Michael Liu said a lot of these strategies are interrelated.

Patricia Rojas, Metro, replied racial equity will be center for any strategy moving forward.

Co-chair Eboni Brown thanked Cristina Palacios and Zoi Coppiano for their comments.

Monta Knudson stated that providers can have multiple funding streams and to consider how to ensure equitable wages throughout these sources. He also noted that there can be unrealistic expectations by funders.

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Zoi Coppiano asked how there can be a coordinated regional system if there isn't standardized data collection.

Ben Duncan, Kearns & West, replied that would be a question for next month's meeting.

Washington County Chair Kathryn Harrington asked if limited staff capacity would limit how many strategies can be pursued.

Ben Duncan, Kearns & West, replied that would be included in the analysis Metro and County staff will provide at next month's meeting.

The TCPB approved for Metro and County staff to provide a high-level analysis of the top voted strategies:

- Support wages and training for service providers as well as pay compensation for contractors since culturally specific services are often contracted out,
- Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions,
- Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions, and
- Shared priorities and opportunities for alignment with healthcare systems (including behavioral health)

Closing and next steps

Co-chair Eboni Brown and Patricia Rojas, Metro, provided closing remarks.

Next steps include:

- Metro to update landlord engagement research scope to include staff recommendations, a focus on chronically homeless and application of equity lenses.
- Staff to share Metro's 2021 racial equity framework.
- TCPB to select equity lens tools at future meeting.
- Metro to share system mapping proposal.
- Metro to develop high-level analysis and recommendations on the top four strategies for the February meeting.

Adjourn

Adjourned at 6:15 pm.

Date: Wednesday, February 1, 2023
To: Tri County Planning Body
From: Liam Frost, Assistant Housing Director, and Valeria McWilliams, Housing Policy, and Planning Coordinator (Metro)
Subject: Regional Landlord Recruitment and Retention Policy Summary

At the December 14, 2022, TCPB meeting members voted to request more information regarding landlord engagement as it relates to housing placements for people experiencing homelessness throughout the Metro region. Subsequently, on January 11, 2023, the committee took two actions related to this subject. The committee voted to submit an amendment to the original request, seeking recommendations in addition to a summary. During a separate agenda item, the committee also ranked concepts for consideration as potential TCPB recommendations. Four concepts were identified as the highest ranked; the third highest ranked being *“Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions.”*

This memo is intended to meet the scope of the original request, the subsequent amendment, and to respond to the ranking exercise.

Process

To prepare a high-level summary and recommendations, Metro staff engaged in the following activities and research:

- Requested and received information from county staff regarding existing landlord recruitment efforts in each of the three jurisdictions.
- Requested and received a high-level summary from Metro consultant, Kris Smock.
- Met with organizations in Seattle (Housing Connector) and Los Angeles (Brilliant Corners) that provide housing acquisition services for local service providers.
- Synthesized information and prepared recommendations.

From this cursory research, we have developed the following memo, which is structured as follows:

- Background
- Existing County Landlord Liaison Programs
- Kristina Smock Consulting – Options for Structuring the Landlord Liaison Function
- Examples of Models in Other Jurisdictions:
 - Brilliant Corners (Los Angeles, CA)
 - Housing Connector (Seattle, WA)
- Advancing Racial Equity

- Staff Conclusions and Recommendations

Background

Landlord recruitment is not a new body of work for any of our county partners, or local providers. Ending peoples' homelessness has always required case managers to secure housing in the private market. This has meant that case-managers have needed the skillsets to both manage relationships with landlords/property managers, and successfully execute their primary responsibility: to provide the appropriate support for someone exiting homelessness into stable housing.

Recruiting and retaining landlord cooperation and commitments has been, and continues to be, an ongoing challenge. This challenge can largely be attributed to:

- Unfamiliarity with the requirements of local vouchers (RLRA), as compared with the federal Section 8 voucher program
- Prejudice against people leaving homelessness
- The lack of a real-time list of available units for case managers to place their clients

Historically, local service providers have each established their own ongoing relationships with landlords who have proven to be reliable partners for providers. However, until very recently, there have been relatively few efforts to standardize this class of service at a jurisdictional level. Instead, providers each rely on their own resources, practices and relationships to secure housing for their clients, often successfully.

Exploring the concept of creating a class of service where professionals exclusively manage the landlord relationship, and case managers exclusively work with their clients, has not been possible until now. To be clear, this has not been due to lack of innovation; rather, this model has not been possible due to the historical lack of investment in homeless services and infrastructure.

Therefore, the opportunity before us is the influx of new flexible funding from the SHS measure, and requirement by the SHS ballot measure to develop regional coordination strategies.

As SHS funding was allocated in the first year of the revenue source, counties began identifying the challenges and working towards addressing them in each of their jurisdictions, with a commitment to the landlord-liaison policies for RLRA:

- Recruiting, engaging and building relationships with landlords
- Providing information about RLRA guidelines and supporting landlords with paperwork
- Tracking vacancies and supporting the process of connecting RLRA tenants with available units
- Providing neutral third-party mediation between landlords and service providers as needed

Existing County Landlord Liaison Programs

Clackamas County (CL) - CL hired a Landlord Liaison for the RLRA program in May, 2022, to engage and build partnerships with landlords, and to support existing landlord partnerships where needed.

Since then, CL has launched a new *Landlord Partnership Program* where property managers and landlords can sign up to receive direct referrals of RLRA participants, \$500 move-in bonuses, and repair incentives if they commit to at least one of the following:

- reserve one or more units for RLRA participants, and/or
- reduce screening criteria for RLRA participants.

CL is actively advertising the new program, and dozens of landlords have requested further information. CL expects its first contracts with participating landlords to be signed in the coming weeks. More information about the program is available on CL's [website](#).

Additionally, CL is preparing a Request for Proposals (RFP) for project-based RLRA vouchers (PBV) that will be open to both affordable and market-rate rental properties. The intention is that these PBV projects will create dedicated scattered site units for RLRA, as well as concentrated clusters of units where our service partners can efficiently deliver supportive services to our highest-need participants (equivalent to HUD's permanent supportive housing program type). CL expects to release this RFP in the spring of this year.

The factors that challenge CL's landlord engagement work include the widespread perception that RLRA participants are higher-risk tenants than landlords normally rent to, and the fear that by signing up for the *Landlord Partnership Program*, they may be violating fair housing law.

The delay in the Risk-Mitigation Pool is also unfortunate, as that added security for landlords will really support the case that RLRA participants are actually "*better-than-average*" tenants because of the significant support we provide to participants and landlords alike.

Finally, lease compliance issues with a small minority of RLRA participants have made some landlords wary to rent to RLRA participants in the future.

Multnomah County (MultCo) - *Move In Multnomah* (MIM) was a time-limited initiative launched in May 2022 designed to engage landlords that may be interested in working more closely with MultCo-area homeless service providers. The initiative included a public media campaign to engage interested landlords and help promote the effectiveness of permanent supportive housing. Landlords were offered a range of incentives:

- Rent guarantees for up to 12 months (duration of lease)
- Holding fees to cover rent for vacant units while a tenant is being secured
- A hotline for landlords to connect with tenant case managers if needed
- Resources to cover damages beyond the cost of the security deposit

These incentives were given in exchange for lowering screening criteria that acted as barriers to accessing housing.

While the initiative conducted a centralized landlord recruitment and screening process, participating MIM providers could offer the incentives to any landlord. The centralized landlord recruitment process recruited over 100 interested landlords, but only a small number of them ended up working with providers and houseless tenants. This experience helped confirm the importance of relationship building for any landlord engagement process; indeed, most MIM providers were successful in recruiting landlords on their own based on their capacity to build authentic relationships and rapport, especially for culturally specific providers.

Following its implementation in May 2022, the MIM initiative helped 214 households access housing.

Additionally, MultCo is investing \$350k to expand its system-wide network to recruit and retain landlords through a variety of incentives. The County is inviting qualified providers to submit new ideas for landlord engagement with a focus on tenant-based RLRA and an expectation that there will be coordination with one service provider’s (JOIN) existing team.

Washington County (WaCo) – WaCo has created and hired a *Landlord Liaison* position and has most recently been working to finalize contracts and processes for the financial protections that are a part of WaCo’s wrap around landlord supports.

This includes the *Landlord Repair Fund* and the *Risk Mitigation Fund*, both of which will be online in the coming months. The launch of those financial protection programs, along with the already existing landlord incentive payments, will allow for an official launch of a widescale landlord recruitment campaign in partnership with Multnomah and Clackamas counties. This launch will include media and events geared toward bringing landlords along as partners in SHS’s mission to create long term tenancies to end chronic homelessness.

The landlord liaison program has also been focused on training case managers in housing navigation and long-term housing retention, and how to best work through barriers and conflicts that can arise in both areas in full partnership with landlords. WaCo has also created a landlord “warm-line” and a landlord liaison specific email for landlords to use if they are experiencing any issues, whether the issues are with the tenant, case manager, or any part of the voucher paperwork process, so that there is always a direct way to access support. This support and initial engagement with landlords and case managers, along with the incentive payments, brought 34 new landlords into the RLRA program over the last three months.

County Summary - In developing these approaches, each of the counties have identified similar challenges in recruiting landlord participation, and have responded with similar efforts:

Challenge	Solution
Landlord reluctance to participate	One-time financial incentive
Presumption of damage to units	Risk mitigation / repair fund
Presumption of behavioral / lease challenges	Direct phone line to agency/county
Limited staff capacity	Created and hired new positions
Limited public knowledge of programs	Paid media campaigns

Case workers being primary liaison to landlords	Case workers receiving training (WaCo)
---	--

It is a testament to the impact of funding that counties and providers are now positioned to introduce new solutions to housing placement challenges in the private market. While these efforts remain very recent and others are scheduled to be launched in the future, some lessons have already been learned.

For example, it is worth noting that MultCo learned through its experience with the *Move In Multnomah* campaign that while the incentives provided to landlords were successful, success was more dependent on the relationships created by agencies than by landlords who responded to the media campaign.

It is also worth noting that many of these efforts have been largely independent from one another – the regional risk-mitigation fund notwithstanding – presenting an opportunity to identify potential areas of alignment and regionalization.

In looking to other models and jurisdictions, we can begin to better understand the potential for regionalizing these efforts.

Options for Structuring the Landlord Liaison Function - Kristina Smock Consulting

In developing this memo, we requested that Kris Smock to provide an overview of landlord-liaison options on a system-wide scale. The following outlines the umbrella, spoke and centralized structures.

Umbrella structure: One centralized agency provides the landlord liaison function with the supportive services for tenants provided by a pool of partner agencies. For example, the King County Landlord Liaison Project (which ended in 2017) was funded by the County which contracted with the YWCA to manage the program and coordinate with a pool of partner organizations to provide case management and supportive services. The YWCA recruited landlords, managed the risk mitigation fund and other landlord incentives, and provided mediation with landlords and tenants as needed. Service providers could apply to the YWCA to be accepted into the program as formal partners. Approved partners were responsible for referring households to the program and providing retention and case management services.

Spoke structure: Each service partner under contract with the County to provide supportive services provides its own landlord liaison function either in-house or through a partnership with another agency. For example, JOIN’s Landlord Recruitment and Retention Program has an in-house landlord liaison team that builds relationships with landlords, tracks vacancies, matches tenants with available units, maintains ongoing relationships with landlords, and administers the program’s various landlord incentives. Supportive services are provided by JOIN’s retention team as well as staff from a collaborative of other service agencies that are formal partners in the program.

Centralized structure: One centralized agency provides the landlord liaison function and the supportive services for tenants. For example, Los Angeles’ Flexible Housing Subsidy Pool is administered by the County which contracts with Brilliant Corners to administer rent subsidies,

serve as a landlord liaison, and provide housing navigation and retention support to tenants. Brilliant Corners identifies and secures housing units, conducts unit inspections, matches tenants with available units, administers rental subsidies and landlord incentives, maintains ongoing relationships with landlords, and provides eviction prevention services. Its Housing Coordinator Team assists program participants with the housing search and move-in process and works with them throughout their tenancy to maintain housing stability.

Examples of Models in Other Jurisdictions

Brilliant Corners (Los Angeles) - On January 19, Metro staff met with Chris Contreras (Chief Program Officer) and Sabrina Gillan (Chief Strategic Partnership Officer) for one hour to learn more about the Brilliant Corners business model.

Brilliant Corners operates in one of the largest homeless services systems in the nation. Its core services were born of necessity to help centralize services that provided economies of scale and net value added to service providers. While these services include contract management, rent subsidies, and furniture supplies, it is the Housing Acquisition Team that offers the most example for the purposes of the TCPB's request.

The team is comprised of approximately 30 staff who are all tasked with securing private market rental units for permanent supportive housing (PSH). Once secured, Brilliant Corners staff work with service providers to place new tenants into housing. Case managers are no longer responsible for both supporting someone on their journey into housing and managing the landlord relationship.

The Brilliant Corners housing acquisition team offers several benefits for a large-scale homeless services system:

- A team of professionals dedicated exclusively to searching and securing participating landlords on behalf of providers, as well as managing the ongoing landlord relationship
- Standardized services for both landlords, service providers and tenants
- The ability to establish and implement best practices at scale across a substantial geographic area
- Removes the burden on caseworkers to manage the housing market and landlord relationships

NOTE: Brilliant Corners also owns project-based facilities and manages residential care facilities ("boarding care").

Housing Connector (Seattle) - On January 26, Metro staff met with Shkëlqim Kelmendi (Founder & Executive Director), Carla Archambault (VP for Strategy and Business Development), and Bailee Lawrence (Project Manager) for one hour to learn more about the Housing Connector business model.

Housing Connector operates a similar model to Brilliant Corners in that they provide a single point of access for landlords and for providers. The organization centralizes the landlord recruitment

and retention functions on behalf of over 100 service providers so that case managers can 1) focus on their relationships with clients, and not landlords; 2) access a real-time list of available and appropriate units for their clients.

One key difference with Brilliant Corners is that Housing Connector's model is served by a functionality built within the for-profit real-estate company, Zillow's, online platform. Zillow has created this hidden functionality exclusively for Housing Connector, which gives Housing Connector staff and providers real-time access to available housing units owned by landlords who have previously agreed to Housing Connector's terms and conditions.

The Housing Connector model is based on a two-year relationship with landlords and providers so that one-year leases are renewed. This approach has yielded an eighty percent success rate of people placed into housing staying housed.

Advancing Racial Equity

One of the many historic barriers to entry in the housing market for Black, Indigenous and People of Color (BIPOC), has been at the screening criteria stage of a rental application. Screening has long-been used by property owners to advance to white and other dominant culture applicants at the expense of BIPOC applicants.

In developing programs and policies to recruit landlords, we have seen efforts locally and out of state that provide incentives for landlords in exchange for reduced screening criteria, or complete removal of all screening criteria.

As the TCPB explores options to regionalize landlord recruitment and retention, committee members and Metro and County staff must ensure that removal of screening criteria for the people we serve will be critical in advancing racial equity.

Staff Conclusions and Recommendations

Creating a team of professionals entirely dedicated to developing and maintaining landlord relationships offers several significant benefits for service providers, landlords, and ultimately, our neighbors experiencing homelessness.

- 1) Capacity - considering that system capacity is a significant and urgent issue in almost every aspect of this work, we have seen from the above models in Seattle and Los Angeles, that taking this responsibility away from service providers allows case managers to focus on . more choice for their clients.
- 2) Data – standardizing policies and procedures would allow for more rigorous evaluation on a regular basis, as well as evaluation of housing type and populations served.

Understanding that county staff are already launching new landlord liaison programs, the opportunity before us is to identify which of those programs can, and should, be regionalized, and which gaps remain. At this point, staff recommends that the following two actions are taken:

- 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.

Date: Wednesday, February 1, 2023
To: Tri County Planning Body
From: Liam Frost, Assistant Housing Director, and Valeria McWilliams, Housing Policy, and Planning Coordinator (Metro)
Subject: Ranked Concepts and Staff Recommendations

At the January TCPB meeting, committee members engaged in an exercise of ranking the policy concepts submitted to date – either during TCPB meetings or through surveys. The goal of the exercise was to identify concepts most important to committee members for exploring as potential TCPB recommendations.

Of the several concepts collected over the last five months, four were clearly identified by committee as the most popular. They are as follows:

1. Support wages and training for service providers as well as pay compensation for contractors since culturally specific services are often contracted out
2. Coordinated entry needs to be a service matching tool to incentivize co-enrollment rather than being a queue for the bottleneck - several of the issues that were identified include data collection could be improved by having a single coordinated entry system that screens people into services
3. Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions
4. Shared priorities and opportunities for alignment with healthcare systems (including behavioral health)

In preparation for the February TCPB meeting, Metro staff worked with County staff to identify associated goals and recommended next steps for each of the above areas. It is worth noting that, as anticipated, since the launch of the TCPB, each area, and its associated potential strategies, are significantly distinct from one another due to the bodies of work requiring very different kinds of analyses, skillsets, planning and implementation.

Also, for the purpose of clarity, we are separating the first concept into two concepts: Support service providers: a) Support training for service providers; b) Support pay compensation for contractors since culturally specific services are often contracted out

Each concept, goal and recommendation are listed below in order of ranking:

1. **Support training and technical assistance for service providers**

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

Recommendation: Create and support a regional training institute that supports universal technical assistance and training needs, using an accessible platform like Power DMS.

2. **Support pay compensation for contractors since culturally-specific services are often contracted out**

Goal: Fair and equitable pay for Supportive Housing Services(SHS)-funded agencies and providers throughout the region

Recommendation: Map current wage conditions and draft a housing-worker wage framework that provides guidance to SHS-funded agencies and providers. Framework may include differential pay for lived experience, bilingual employees, and culturally specific organizations.

3. **Coordinated entry needs to be a service matching tool to incentivize co-enrollment rather than being a queue for the bottleneck - several of the issues that were identified include data collection could be improved by having a single coordinated entry system that screens people into services**

Goal: Coordinated Entry is more accessible, equitable and efficient for staff and clients

Recommendation: 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

4: **Support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions**

Goal: Increase the availability of readily accessible and appropriate housing units for service providers.

Recommendation: 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.

Shared priorities and opportunities for alignment with healthcare systems (including behavioral health)

Goal: Greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them

Recommendation: 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.



February 2, 2023

Members of the Tri-County Planning Body:

We are encouraged to see the substantive work of this committee taking shape. The priorities you set for regional initiatives are a critical element of the original vision and future success of the Supportive Housing Services program.

Next week, HereTogether will be releasing the 2023 HereTogether Roadmap – co-signed by more than 100 service providers, businesses, and community leaders. The Roadmap is packed with actionable recommendations our region's decision-makers can take to move our unsheltered neighbors inside and ensure thousands more stay housed.

The 2023 Roadmap includes four key action areas:

- Expedite moving folks from the streets into housing with creative infrastructure and programming.
- Grow and retain the workforce needed to address our region's crisis at scale.
- Improve efficiency through better coordination and streamlined processes.
- Ramp up data collection, integration, and reporting.

We are encouraged to note the strong alignment between the recommendations in the HereTogether Roadmap and the initial list of priorities this committee identified during the January 11, 2023 meeting. This affirms what we have long observed, the experts in our community understand what it will take to solve our homeless crisis.

The challenge we all face is finding ways to expedite the work to better address the urgent need and community expectations. This is a challenge given the need to grow system capacity and adapt programs that can support scaling up service delivery.

Several of the priorities this committee identified have the potential to quickly increase system capacity. As you consider which initiatives to move to the top of the priority list, we urge you to identify those that could be quickly implemented. One example is the adoption of a region wide landlord recruitment program. Shortening the average lease up time and easing the workload of housing case managers would have the twin benefits of increasing system capacity and most importantly, expediting a person's transition from homelessness to housing. We highlight this not at the exclusion of the other strategies that have been identified but as an example of one promising strategy that could be implemented in the near term.

Sincerely,
Cole Merkel
Co-Director, HereTogether
cole@heretogetheroregon.org



Metro

Metro Regional Supportive Housing Services

Tri-County Planning Body | February 8th , 2023



Metro

Welcome and Opening Remarks

Agenda

- 4:00pm Welcome and Introductions
- 4:10pm Public Comment
- 4:15pm Staff Updates
- 4:20pm Training and Technical Assistance
- 4:40pm Employee Recruitment and Retention
- 5:00pm Coordinated Entry
- 5:20pm Regionwide Landlord Recruitment
- 5:40pm Healthcare System Alignment
- 5:55pm Closing and Next Steps
- 6:00pm Adjourn



Metro

Public Comment



Metro

Staff Updates

Training and Technical Assistance

Challenge: New and emerging service providers require support and guidance in developing strong organizational infrastructure to deliver SHS- funded services.

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





Training and Technical Assistance

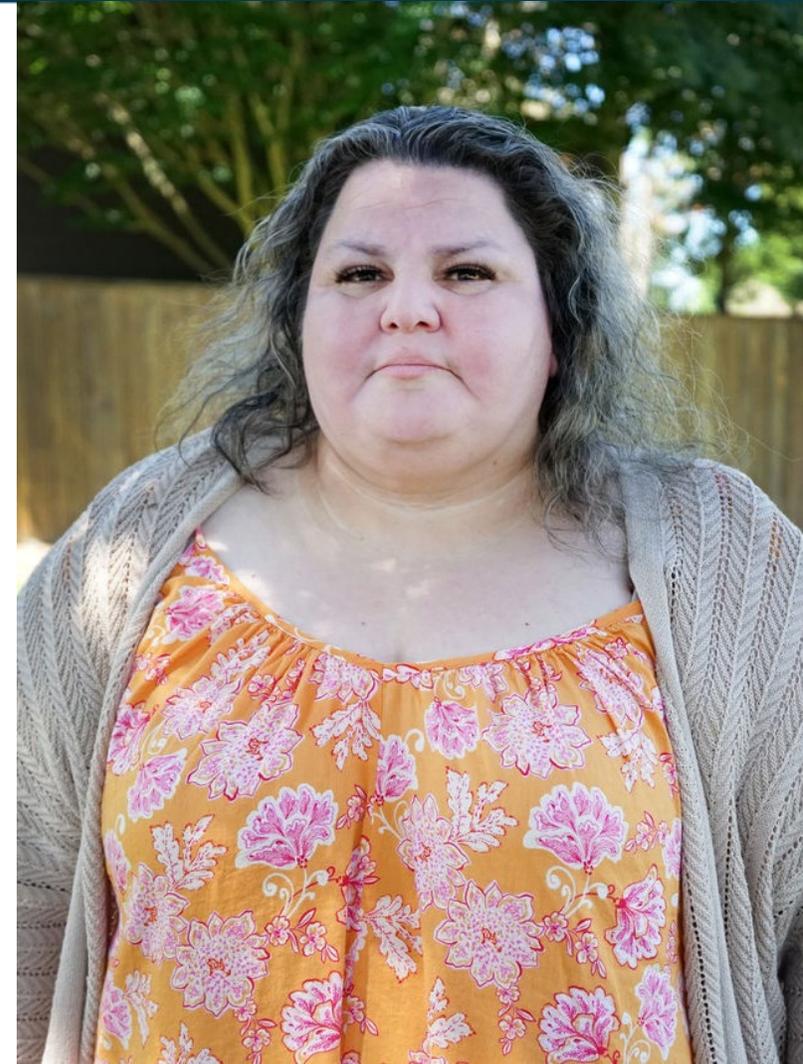
Staff recommendation:

Create and support a regional training institute that supports universal technical assistance and training needs

Employee Recruitment and Retention

Challenge: Service providers are experiencing high staff turnover due to low wages, traumatic experiences, and competitive conditions in other industries.

Goal: Fair and equitable pay for Supportive Housing Services (SHS)-funded service agencies and providers throughout the region





Employee Recruitment and Retention

Staff recommendation:

Map current wage conditions and draft a housing-worker wage framework that provides guidance to SHS-funded agencies and providers. Framework may include differential pay for lived experience, bilingual employees, and culturally specific organizations.



Coordinated Entry

Challenge: The path and level of access to coordinated entry is not consistent throughout the region. Due to the high demand of this service, it creates additional wait times and barriers.

Goal: Coordinated Entry is more accessible, equitable and efficient for staff and clients



Coordinated Entry

Staff recommendation:

- Map the unique challenges and successes of each of the three Coordinated Entry Systems
- Assess opportunities to create connectivity between 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

Regionwide Landlord Recruitment

Challenge: Accessing and securing available private-market housing units continues to be a significant obstacle to housing placement

Goal: Increase the availability of readily accessible and appropriate housing units for service providers





Regionwide Landlord Recruitment

Staff recommendation:

- 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

Challenge: There is currently very limited coordination among healthcare systems and providers

Goal: Greater alignment and long-term partnerships with healthcare systems that meaningfully benefit people experiencing homelessness and the systems that serve them





Healthcare System Alignment

Staff recommendation:

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



Closing and Next Steps

Next Steps

- Post approved meeting summary online
- Next meeting: March 8th, 2023, 4-6pm

Meeting Adjourned



The following materials were received
during the meeting.



Request to Testify

(Please print legibly)

Name: Anna Kurnizki Date: 2/8/23
Pronunciation: Ann-uh Ker-NITS-key Affiliation/Title (if any): Community Warehouse
City: Portland

Subject of testimony *(include resolution or ordinance number where appropriate):*

TCPB regional investment in housing - including
furniture bank services.

To request electronic notices on topics that may be of interest to you, please visit Metro's News and Subscriptions web page at www.oregonmetro.gov/news.

PLEASE READ INSTRUCTIONS FOR TESTIFYING ON REVERSE OF THIS CARD

ORAL TESTIMONY

- Hand the completed card to Legislative and Engagement Coordinator at the dais, along with any supporting written material. You will be called to testify by the Council President or Committee Chair in the order in which your card was received.
- Oral testimony is generally limited to three minutes.
- When called to the testimony table, speak directly into the microphone. Say, "For the record, my name is _____; my address is _____."
- Address the full Council as, "Council President and members of the Council." Address a committee as "Chair [last name] and members of the committee."

WRITTEN TESTIMONY

- You may submit written testimony even if you do not speak. If you do not speak, you do not need to fill out a testimony card. Hand your written testimony to the Legislative and Engagement Coordinator at the dais. Be sure your testimony includes your name and address.
- You may submit written testimony by email (legislativecoordinator@oregonmetro.gov), or U.S. mail. It must be received before the deadline for submitting testimony. Unless otherwise stated, the deadline is the end of the meeting where testimony is being accepted.

SPECIAL NEEDS

- For special accommodation (ADA assistance, audio-visual equipment, or translation services), contact Council staff *at least 24 hours* before the meeting.

600 NE Grand Ave. Portland, OR 97232
503-797-1890

Zoom meeting chat:

01:00:50 Ariella Dahlin (She/Her): As a reminder to panelists online, make sure your chat settings are set to "everyone" - thanks!

01:04:49 Ash Elverfeld: Ariella- I'm wondering if the phone number in the audience with hand up could be a member.

01:38:06 Eboni Brown: Agreed

01:38:21 monta knudson: You are correct

01:54:03 Cristina Palacios:

02:14:47 Cristina Palacios: Four days per week could also help a lot to decompress from all the trauma

02:17:35 monta knudson: So true!

02:18:48 Zoila Coppiano: yes, Mercedes, Thank you

02:19:29 Cristina Palacios:

02:20:52 Zoila Coppiano: Incentives. Trauma Informed Supervision

02:21:18 Zoila Coppiano: Wellness day - Offsite meetings support \$\$

02:29:24 monta knudson: Its mostly county

02:30:38 monta knudson: SHS can set the bar

02:36:01 Steve Rudman: I like this three part recommendation

02:38:09 Cristina Palacios:

02:47:10 Cristina Palacios:

02:47:21 Zoila Coppiano:

02:47:33 Eboni Brown:

02:50:01 Zoila Coppiano:

02:55:17 Cristina Palacios:

03:04:45 Zoila Coppiano:

03:04:51 Eboni Brown:

03:09:18 Eboni Brown: Have to jump off thanks all

03:09:35 Zoila Coppiano: thank you!