

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: February 13, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom link)  
Purpose: Develop recommendations for FY 2022 regional annual report and address questions about FY 2022 Metro operations update.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Discussion: Annual report recommendations  
10:50 a.m. Break  
11:00 a.m. Discussion continued: Annual report recommendations  
11:45 a.m. Q&A: Metro operations, Year 1 update  
11:55 p.m. Next steps  
12:00 p.m. Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ៗ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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600 NE Grand Ave.  
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# Meeting minutes

Meeting: Supportive Housing Services Oversight Committee  
Date/time: Monday, January 30, 2023, 9:30 AM – 12:00 PM  
Place: Zoom (Virtual)  
Purpose: Summarize progress made in Q1; discuss county rollover/carryover funds; Metro tax collection and disbursement update, including 5-year forecast; and discuss outline and recommendations for FY22 regional annual report.

## Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Maria Hernandez (she/her), Stef Kondor (she/her), Jenny Lee (she/her), Seth Lyon (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Mike Savara (he/him), Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her)

## Absent members

Carter MacNichol (he/him), Roserria Roberts (she/her), Co-chair Kathy Wai (she/her)

## 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

City of Portland Commissioner Dan Ryan

## Metro

Nui Bezaire (she/her), Ash Elverfeld (they/she), Josh Harwood (he/him), Breanna Hudson (she/her), Rachael Lembo (she/her), Patricia Rojas (she/her/ella)

## Facilitator

Ben Duncan (he/him), Kearns & West

*Details for this meeting can also be found in the final meeting record due to the reliance on slide decks that are included in the record. Minutes may include portions of the slide deck material but focus primarily on discussion and questions not found in the slide deck. A summary of County and Metro staff responses to member questions are italicized.*

## Welcome and introductions

Co-chair Susan Emmons welcomed the committee to the meeting and shared a story of a man who was homeless due to employment issues and is now waiting to move into his new home. Initially he was situationally homeless but then became chronically homeless. Through an outreach worker, he was connected to coordinated entry. After he got the paperwork done and a unit was found he was ready to move in but the building completion date was delayed and so he had to keep waiting. She said the nonprofit had people lined up and ready and rather than leaving them outside, they were able to get vouchers and move them into hotels temporary.

She punctuated how many organizations, people and funding are involved in getting someone housed. Because of Supportive Housing Services (SHS) funding in Multnomah County, they were able to get folks who were preapproved for housing into temporary housing while they waited.

Ben Duncan, Facilitator from Kearns & West, facilitated a round of introductions of staff and committee members. He also provided details on how the Zoom meeting works and the day's agenda.

# Meeting minutes

Co-chair Emmons asked for approval of the December 5<sup>th</sup> minutes. Jeremiah Rigsby motioned to approve the minutes and Dan Fowler seconded the motion. The minutes were approved.

The January 9<sup>th</sup> minutes were elevated to be approved. Becky Wilkinson noted a change to the January 9<sup>th</sup> minutes to include her statement during the conflict of interest portion of the agenda. With that amendment, the minutes were approved unanimously. *(Becky's suggested edit was added to the final meeting record for the January 9<sup>th</sup> meeting summary.)*

## **Conflict of interest declaration**

Stef Kondor works at RelatedNW and they are recipients of SHS funding for various projects and continue to seek funding for that.

Becky stated that one of the programs she manages at Providence Health receives SHS funding.

Jenny Lee works for the Coalition of Communities of Color and they have staff working on a contract with Clackamas County on housing.

Mike Savara works at Oregon Housing Community Services, and they contract with counties and organizations that receive SHS funds. He is also on the Washington County Housing Authority Board of Directors.

Maria Hernandez works at Bienestar and they have contracts with Washington County for SHS programs.

Dan Fowler is Chair of the Homeless Solutions Coalition of Clackamas County and they do not receive SHS funding but may in the future.

Seth Lyon is a member of the steering committee of the Continuum of Care in Clackamas County.

## **Public Comment**

No public comments were received today.

## **FY23 Q1 regional summary**

Nui Bezaire used a slide deck to present an overview of fiscal year 2023-2024 quarter 1 and said that this was requested in the December meeting. The presentation focused on progress to goals.

## **County rollover / carryover**

Rachael Lembo, Finance Manager of Housing, and Planning Development and Research Departments, Metro, used a slide deck to present a review of program carry-over funds. Program carry-over funding is funding that remains from one year and carries over to the next year.

- Can be a result of more revenue than budget; or
- Lower than expected spending; or
- Can also be a result of timing, such as Q4 collections.

She continued, saying that carry-over will fund one-time costs and recurring carryover can fund program operations.

Dan asked if in the future, staff would include a quarterly breakdown for populations A and B in the overview, as well as a cumulative total.

*Nui said yes, staff can absolutely show that going forward.*

# Meeting minutes



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Portland, OR 97232-2736

Patricia shared that rollover is expected in the first few years. Because of the way the cash moves into this program at this stage of development, there will be rollover/carry-over. In the packet, how counties are handling this is laid out.

Q1 is a slower quarter for any programmatic implementation. It's not atypical for it to be a lower spending quarter. By Q2 we should have a good sense of where we're at and where we're going. There will be a deeper conversation at that point including a six-month update.

Eric Arellano, Chief Financial Officer, Multnomah County, used a slide to present their county's approach to carryover from 2022 to 2023. He expects that this is likely going to come up every year because of tax receipts and how counties apply accounting policies.

Co-chair Emmons asked if they could see what Multnomah County has to work with for funding in year two that we can measure against? Is there an estimated finite number that people in the Joint Office of Homeless Services are working with that the oversight committee can see?

*Eric said that in the first year of forecast there was potential for shifting to happen and in the second year it should be more stable as it's the second year of the tax system. They should be able to estimate earlier in the year going forward.*

Ben revisited Susan's question and asked if in March/ April, could they see that stabilization and a firm estimate?

*Eric couldn't promise a firm estimate, but in March/April he expects they'll have a much better picture and should have a better idea for rollover into FY24- very different than last year.*

Yesenia Delgado, SHS Manager of the Joint Office of Homeless Services in Multnomah County, responded further to Susan, saying they have an annual budget they're submitting each year as well as quarterly updates. This year their budget is \$107M. The forecast shifts at different times and they'll keep the oversight committee updated on that.

Seth Lyon said that the budget and outcomes are making more sense but what's hard to make sense of is the output. For example, how many case managers have been hired and how many units? He stated that they should know as a committee and the public should know too. Looking at the numbers, he sees a massive amount of money, hear it's budgeted and little spent, so what's happening? Further, he wanted to understand, for example, the gap in terms of what services will come online between 80% spent and 100% spent.

Dan asked whether other counties are doing the same as Multnomah County with accounting and whether the reporting is going to be consistent.

Adam Brown, (he/him), Interim Director of Health, Housing and Human Services at Clackamas County. He said that he thinks Washington and Multnomah counties were more aligned in their approach to first and second year budgeting. Clackamas had a different approach and was more conservative in allocation- they decided that when they saw the tax come in, they'd go forward. In the first year, 70% of resources came in during the last quarter. Clackamas County budgeted carryover into the next year. He added that as tax collection is steadier, the County is wondering if they need to be as conservative or if they can have more of a tri-county alignment.

In response to Dan, Patricia explained that Metro is trying to lead the group toward alignment in the region so it's clear to everyone and that Metro wants to talk apples to apples to be clearer with the committee and the public.

# Meeting minutes



**Metro**

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Portland, OR 97232-2736

Jes Larson, SHS Program Manager, Washington County said that they're working with their annual budget based in forecasted revenue, they haven't amended the budget with carryover. Much of their plan for carryover has been focused on capital investments, so they are working through and aligning those capital plans before amending the budget.

Jes added that in reply to Seth's earlier comment, a placement has to be sustained over time and so it isn't related to only one year's budget. She said that they're paying forward for the outcomes that are being achieved today, and that there's continued cost beyond the initial investment.

Dan appreciated Adam's comment and explanation.

Co-chair Emmons said the committee will continue to look at rollover and Q2 spending, and it will be made clearer in a future meeting.

## **Metro finance updates and 5-year projections**

Rachael used a slide deck to present the five-year forecast from FY24 forward.

Josh Harwood, Fiscal and Tax Policy Director, Metro, also used a slide deck to review additional data on creating the forecast.

Mike asked if volatility in markets and that relationship to tax collection is going to have an impact on providers. He wanted to know whether Metro is prepared to get through economic storms and wants to make sure providers aren't feeling the economic shifts.

*Rachael replied that yes, in planning for this they built in a stabilization reserve that the counties must have and contribute to. They'll be tracking and communicating with the oversight committee about collection continuously.*

Rachael continued to use a slide deck and said that program ramp-up is the focus in the five-year forecast and that in the fifth year, the forecast will look different. Carry-over in this five year forecast will be larger during program ramp-up and decrease once the program is operating at full capacity. One-time investments haven't been assumed in the five-year forecast but they will occur.

Seth circled back to Jes' point earlier on in response to him, thanked her and said that the recurring expense piece makes a lot more sense to him now.

Washington County Chair Harrington said that communication and messaging is key to addressing carryover/cumulative funds in budgets. She expressed concern about the public message if they don't or Metro doesn't state it clearly. She suggests a footnote in the report to remind all readers of this information provided today that explains the purpose of carryover. She doesn't want it to look like they're sitting on the money and assuming it's not being put to better use.

Co-chair Taylor thanked the presenters for the explanations and looks forward to the public having this greater context.

## **Break 11:07-11:15**

### **Annual regional report: Outline and recommendations**

Patricia used a slide deck to review the outline of the report that was created based on committee conversation at the early January meeting. She also reviewed committee responsibilities as it relates to the annual report. Following that, she moved into sharing a committee recommendation process.



# Meeting minutes



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Nui opened up the discussion around the annual report outline and noted that Kris Smock would be drafting the report based on the committee's feedback.

Nui noted that because data wasn't universally defined and collected in the first year that created a challenge for what data is able to be shown in the report. Staff are already seeing improvements in year two, quarter one reports regarding data.

Kris said they may see some gaps in the outline, but that's simply because they don't have consistent data that can be rolled up.

Co-chair Emmons thinks the outline covers exactly what the committee had been talking about previously. She said it's a great jumping off point for recommendations from the committee.

Co-chair Taylor noticed that the financial review doesn't mention the challenges that have come up and asked if it would be added under the unspent funds section.

*Kris asked that members provide feedback about how detailed they want the report to be. She has been thinking that the first section would be high level and provide an overview of the ramp-up challenges and then within those challenges and limitations, what was accomplished. In the financial review section, she thought it might provide additional detail showing things like: how the money came in and how it was distributed each quarter, what county assumptions were used in the creation of their budgets and more. She said that she would like feedback from the committee and added that they could also include exhibits.*

Dan asked that acronyms are not used in the report. He would like to also include a footnote or explanation and possible use of carryover funds as well.

Dr Taylor asked if there would be a glossary of terms?

*Kris said that was a great idea.*

Seth asked to see some level of outputs to be published. He asked for clarity around shelter and housing placements and said that some are direct relationships with built environments, and some are leased hotel rooms and leased units. He thinks that would be good and transparent information to add.

*Kris said that capturing that in a comprehensive way is a challenge because they didn't receive that data from the counties in any consistent way. She was thinking they may highlight examples from the counties and using narrative. The section that talks about foundation building work for example, will be narratives on hiring county staff, creating infrastructure and staffing in partner organizations. The data section on housing and service outcomes, describes the work that goes into them and provides examples. Where they don't have solid numbers, hopefully the narrative context helps to address that challenge.*

Dan recommended that they give service providers a lot of love in the report.

*Kris said that she will lift it up and include that. She asked that members provide feedback to her if it's not enough.*

Patricia used a slide deck to review committee action options and what a material versus non-material change is.

Co-chair Emmons asked about the transmittal letter from the Committee that is included with the annual report.

# Meeting minutes



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*Patricia replied that recommendations from the committee that are accepted by the Metro Council do become part of the Work Plan for staff.*

Co-chair Emmons asked whether the recommendation Felicitia Montebalanco raised of asking counties to provide multi-year funding to service providers is a good example of something that could go in a transmittal letter?

*Patricia said that was a great example.*

Dan suggested that they consider a recommendation around evictions and early notifications.

## **Next steps**

Co-chair Emmons said that with the next meeting Feb. 13<sup>th</sup>, she wondered if the idea is that the members will have thought about recommendations and bring them forward for a vote that day or at a different meeting?

*Patricia said that while it's possible they could get to that point on Feb. 13<sup>th</sup>, it's certainly not an expectation. She encouraged members to look at the outline and see if there are some potential areas of recommendations and ask how it fits into their scope and program values. Then bring those into the next meeting.*

Co-chair Taylor asked that members connect with the co-chairs if any of today's meeting didn't make sense for them.

## **Adjourn**

Adjourned at 12:03 p.m.

Minutes respectfully submitted by Ash Elverfeld, Housing Program Assistant



## **Supportive housing services regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

## **Group agreements**

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

## Supportive housing services - Regional oversight committee

### Member bios

#### **Susan Emmons**

Pronouns: she/her/hers

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



#### **Dan Fowler**

Pronouns: he/him/his

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



#### **Maria Hernandez**

Pronouns: she/her/hers

Maria Hernandez is a conscientious, hard-working professional who utilizes her skills and knowledge to make a difference in people's lives by assisting those who are struggling to maintain stable housing or who are houseless. As a teenager she experienced houselessness herself, which ingrained her passion and drive to help others find housing and to provide wrap around services for those most in need. Maria has over 6 years' experience in property management where she housed low-income farmworkers and their families. She has a passion for working with diverse populations and worked for the metro 300 program, which then led her to become the SHS Program Manager at Bienestar and is currently supervising seven staff in the supportive housing services field. She believes supportive housing services is a lifelong project, but with committed individuals and community support, this work can be transformative and achieve flourishing communities.





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**Stefanie Kondor**

Pronouns: she/her/hers

As senior vice president of development for Related Northwest, Stefanie Kondor is responsible for establishing Related’s presence in the northwest while leading and managing all aspects of development and financing for affordable developments. Prior to joining Related, Ms. Kondor was director of real estate development for Central City Concern, where she managed the land acquisition, entitlements, and due diligence process for the development of new clinical and affordable housing in Portland, Oregon. As senior asset manager for Bayside Communities, she managed a portfolio of more than 60 multifamily properties throughout the west coast including senior housing, assisted living, low-income housing and HUD communities.



**Jenny Lee**

Pronouns: she/her/hers

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



**Seth Lyon**

Pronouns: he/him/his

Seth Lyon is a District 15 manager with the Oregon Department of Human Services in Clackamas County. He has dedicated his career towards serving others with extensive experience in developing supportive housing projects, overseeing housing programs, and developing plans to end homelessness. Additionally, he has served on as a volunteer on multiple committees such as Affordable Housing NOFA and Continuum of Care Executive. Seth hopes to “coordinate supportive services with these new services in a seamless way to work toward ending homelessness in our community.”



**Carter MacNichol**

Pronouns: he/him/his

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

**Felicita Montebalanco**

Pronouns: she/her/hers

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

**Jeremiah Rigsby**

Pronouns: he/him/his

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





**Roserria Roberts**

Pronouns: she/her/hers

Roserria Roberts (she/her/hers) is a homeless program coordinator at Oregon Housing and Community Services with a passion to give back to her community. She brings extensive lived and professional experiences, having served as a member of the Oregon Social Justice Funders Network and Commissioner, Multnomah County Housing and Community Development Commission. Roserria is ardent about ensuring the success of the measure and believes that the committee “has an opportunity to affect housing placement and design, the largest asset for most households, with a lens towards racial equity and justice.”

**Mike Savara**

Pronouns: he/him/his

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

**Mandrill Taylor**

Pronouns: he/him/his

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



**Kathy Wai**

Pronouns: she/her/hers

Kathy Wai has over a decade of experience in social services, policy advocacy and culturally specific programs. She was previously an organizer with SEIU Local 503, legislative director for Rep. Alissa Keny-Guyer, chair of Housing and Human Services, and field director for the Asian Pacific American Network of Oregon. Kathy most recently worked on the 2020 Census to ensure that BIPOC communities were accurately counted. Kathy strives to advance racial equity by advocating with those who have been most affected by injustice. She also serves on the North Clackamas School Board and TriMet's Board of Directors representing the Clackamas region.

**Becky Wilkinson**

Pronouns: she/her/hers

Becky Wilkinson is the outreach and peer support program manager for Providence Behavioral Health in Oregon. She manages various programs throughout the state, focused on serving people struggling with houselessness and other social determinants of health, coupled with mental health and substance use disorders. Her program won the 2021 American Hospital Association Dick Davidson Nova award honoring programs that collaborate with communities to design interventions that improve the health of individuals and their communities.



Becky earned her master's degree in social work from Portland State University and is a Licensed Clinical Social Worker in the state of Oregon. She has worked in community outreach within hospital systems for over 13 years and in healthcare for 30 years.



# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



## Background

In May 2020, Metro-area voters approved one of the largest homeless services funding measures in the nation: ballot measure 26-210, more commonly known as the supportive housing services (SHS) revenue measure. The measure is projected to generate approximately \$250M per year and envisions a new regional system governed by four jurisdictions: Metro, and Clackamas, Multnomah and Washington counties. Our collective goal is to permanently end homelessness for thousands of individuals, prevent homelessness for tens of thousands more, and to create a regional system of care that supports coordination, collaboration and alignment of efforts across jurisdictional and community partners. More information about the tax can be found on Metro's website: [Supportive housing services tax](#).

Metro's primary role is to provide accountability and oversight of the funding and to convene and coordinate long-term regional solutions. Over the course of decades, Metro has established a successful track record of bringing jurisdictions and partners together to accomplish transformative goals as evidenced by Metro's work in transportation, land use and long-range planning to name a few. By building upon this strong foundation and applying our values and guiding principles, we are working with community to build a just and equitable future for our region.

Following voter approval of the SHS ballot measure in 2020, Metro staff immediately got to work to build the new systems and partnerships necessary for successful implementation.

While not exhaustive, the following summary will outline the nature of the work Metro undertook between July 1, 2021 and June 30, 2022.

## Oversight and accountability

### Regional Oversight Committee

The Regional Oversight Committee was established to ensure transparent oversight of the regional program on behalf of the Metro Council. The committee:

- Evaluates County plans and recommends changes as necessary to ensure consistency with program goals and guiding principles, and makes recommendations to Metro Council for approval;
- Accepts and reviews annual reports for consistency with approved local plans;
- Monitors financial aspects of regional program administration, including review of expenditures; and

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



- Provides yearly reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners evaluating program performance, challenges and outcomes.

Metro staff has played a key role in the formation and management of the oversight committee since its start in fall of 2020. In September of that year, Metro staff led the recruitment process for the committee's 15 members, which represent a broad range of personal and professional experience including people with lived experience of homelessness or housing instability.

Two of the members were selected to be chairpersons for the committee. The chairpersons work with staff to support and provide guidance on content and ideas to meet the committee goals, improve committee processes, support decision making procedures and help develop agendas and the overall work plan of the committee.

The chairpersons work with staff to support and provide guidance on content and ideas to meet the committee goals, improve committee processes, support decision making procedures and help develop agendas and the overall work plan of the committee. Metro staff and cochairs work together, meeting at least twice per month, to develop and plan for general meetings. Along with the facilitator, staff work to support and be responsive to the needs of the committee in successfully fulfilling their role (e.g., providing research, facilitating communication with the counties, etc.).

In addition to this work, Metro staff identified opportunities for training and further education and coordinated three retreats to support the success of the committee. Additionally, staff continue to support the committee by coordinating committee processes, practices and workflow, managing reappointments and leading new recruitments and soliciting regular feedback from members about how to improve meetings, materials and their overall experience on the committee.

## Metro Council

Metro Council exercises effective and transparent oversight and accountability to assure that we collectively deliver on our promises to the voters. Staff conduct small group briefings with Metro Councilors regarding progress and policy guidance. Additionally, staff prepare updates and informational presentations to share at Metro Council work sessions. This includes but is not limited to planning and supporting the SHS oversight committee presentation of the regional annual report to Metro Council and the three county boards of commissioners.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



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## Building a new regional system

### SHS intergovernmental agreements

To ensure that the will of the voters is reflected throughout all aspects of our work, SHS requires a variety of structures, agreements, tools and community-member committees, all of which have been built from scratch. One of the most foundational is intergovernmental agreements (IGAs) between Metro and the jurisdictional partners that describe roles, responsibilities, expectations and remedies for challenges that may arise. IGAs were completed and signed in January 2022 and set the path for productive partnerships.

### Tri-County Planning Body (TCPB)

The central promise of the SHS initiative is to establish a coordinated, region-wide effort to end people's homelessness. In service of this vision, the SHS ballot measure called for the creation of a Tri-County Planning Body (TCPB): a new community-member based model for setting regional priorities. Over several months, Metro staff led the drafting of a TCPB committee charter in coordination with county partners. Additionally, staff led the TCPB recruitment process with counties, starting in November 2021. The first slate of members was approved by the three county boards and submitted to Metro Council for appointment in May 2022.

The TCPB was officially launched in June 2022 with the first of three onboarding retreats. The committee is composed of 17 members that represent geographic diversity and include elected officials and people with lived homeless experience, people of color and other marginalized communities, representatives from business and faith areas, people who provide housing and homelessness services and people working in health and behavioral health. Over 60% of members are people of color and over 70% have lived experience of homelessness or housing instability.

The group is responsible for creating a regional plan that will lay out regional goals, strategies and outcome metrics related to addressing homelessness throughout the region. Implementation of this plan will be paid for by the Regional Investment Fund (RIF), a pool of money created through a 5 percent set-aside from each county. The TCPB's ongoing role will be to guide and monitor the implementation of the RIF to support the counties and Metro in achieving program alignment, coordination and outcomes at a regional level. The group does not replace community-centered local implementation plans but regionalizes existing efforts to be as effective as possible by coordinating across the region.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



The work of the TCPB is unprecedented in its scope and in its collaboration with four separate jurisdictions. This collaboration is led by Metro staff, who directly supports the committee and leads the coordination of policy research and analysis in partnership with staff from the counties.

## Reporting tools

Effective oversight, accountability and transparency requires operational tools that provide quantitative and qualitative data and insight about implementation. Metro has the responsibility of assuring that we are making progress on the commitments we have made through local implementation plans. To this end, staff worked with county partners to develop the quarterly report template, the annual work plan template, budget template and annual report outline, all of which are intended to create consistency and standardization of metrics and data across the three jurisdictions.

Each county is at a different starting place. Some counties have long standing infrastructure while others are starting from scratch. Due to these differences, jurisdictions are embarking on aligning data and practices. This effort will take several years to complete. The templates are reflective of what counties can collectively report on in FY22. As we make progress on alignment, templates will be improved. Process improvement for reporting tools and other aspects of operations will be revisited on an annual basis.

## **Communications**

Effective and proactive communication has been emphasized by many stakeholders as a key component of the successful implementation of SHS. In recognition of this, Metro has worked to increase its communications capacity both through the Metro communications department and working with consultants, all leading to more consistent and coordinated communications. The Metro housing and communications teams worked together with jurisdictional partners and consultants to develop strategies that better communicate our work to the public. One of the products of this work is a Metro housing explainer video that helps educate the public about our housing work more broadly.

A highlight of this work has been the multi-jurisdictional communications coordination, allowing Metro and the three counties to be more aligned in our messaging. It has also enabled Metro to regularly develop stories that provide insight into how this work transforms people's lives. Stories show SHS implementation work in each of the counties, which have been highlighted on Metro's website as well as on social media and through the

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



Metro housing newsletter, and are used by stakeholders to bring attention to the successes of the first year of supportive housing services implementation.

## Building the Metro housing team

Metro is implementing two historic measures which will have a transformative impact on our community. While this summary is focused on FY22, it is relevant to understand the direction for FY23 for capacity expansion. At the end of FY22, the Metro housing department was comprised of 8 staff members, with 4.8 FTE dedicated to SHS. In the organizational chart below, blue boxes were existing FY22 positions, red boxes are positions added in FY23 and orange boxes are staff on Metro’s communication’s team working on housing. The Regional Housing Director and Housing Program Assistant each dedicate about .5 FTE to SHS. The FY23 budget included the addition of 4 FTE and a budget amendment in September of 2022 added another 4 FTE. Of the new FTE, 5 FTE will be fully dedicated to SHS and the other three will divide their time between SHS and the affordable housing bond.

## FY23 Adopted Budget

- 4 new FTE in the Adopted Budget
  - 1.0 Housing Assistant Director
  - 1.0 Housing Bond Policy and Planning Coordinator
  - 1.0 Housing Executive Assistant
  - 1.0 Tri- County Planning Body Program Assistant
- 4 additional FTE September Budget Amendment
  - 2.0 FTE for SHS data framework development
  - 2.0 FTE for SHS regional plan development

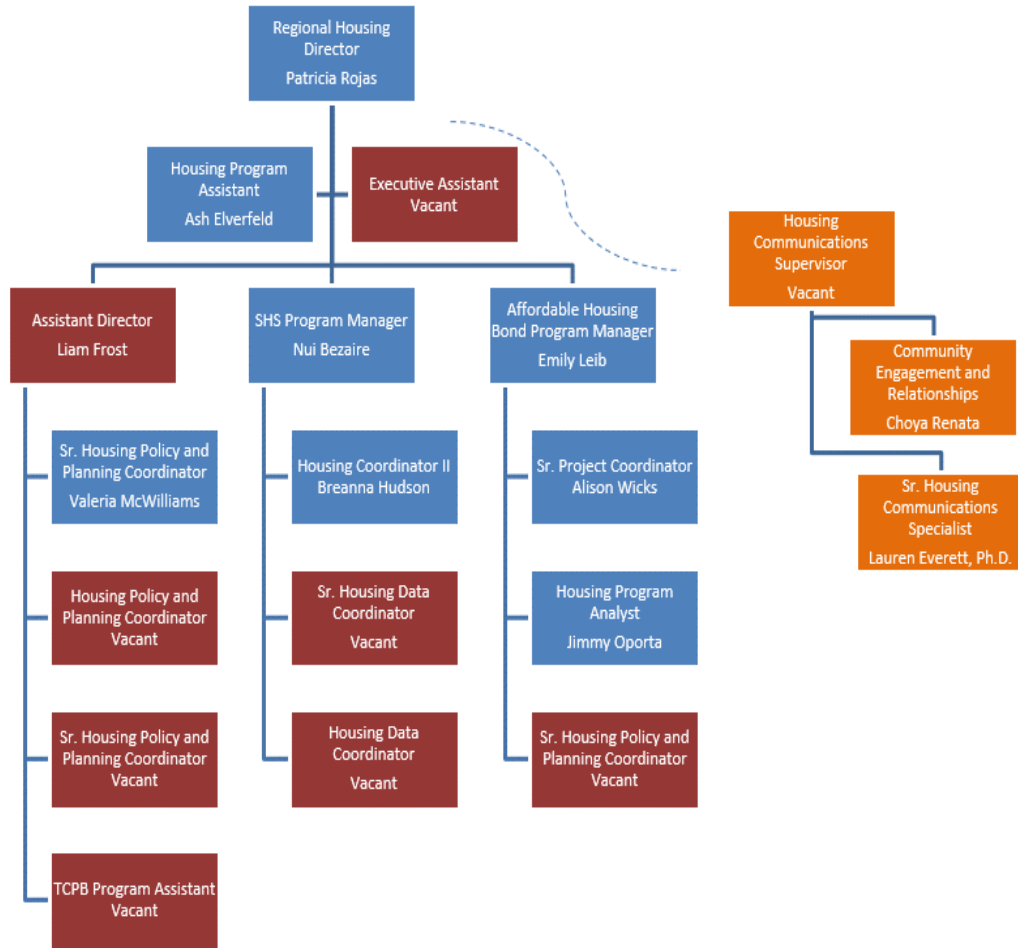
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# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



## Metro Housing Department Organizational Chart



As the scale and scope of work for SHS increase in complexity and expectations, new skills and capacity are being added to the team. Policy, data, executive leadership and administrative support are all areas of capacity expansion.

Skills and capacity we are expanding also include the ability to lead with race and exemplify the values that drive this partnership and work. Our team is committed to advancing racial equity organizationally as a critical step towards creating a more equitable community.



# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



## Metro FY22 financial summary

### Tax collections

FY22 tax collection and disbursement figures on a cash basis are included below. This reflects collections as received by our tax administrator and includes payments to the counties in July 2022 for collections received in June 2022.

<b>Tax collection and disbursement summary</b>	<b>FY22</b>
<b>Tax collections (April 2021-June 2022)</b>	<b>\$239,469,627</b>
<b>Interest from tax administrator</b>	8,259
<b>Tax collection costs (FY21 and FY22)</b>	(18,967,255)
<b>Net tax collections</b>	<b>220,510,630</b>
<b>Tax administrator reserve</b>	(200,000)
<b>Metro administration</b>	(11,025,532)
<b>Total disbursed to County Partners (July 2021-July 2022)</b>	<b>209,285,099</b>
<b>Multnomah County</b>	94,875,911
<b>Washington County</b>	69,761,700
<b>Clackamas County</b>	44,647,488

### Tax collection costs

The implementation of this new tax collection system has gone smoothly; all major rollouts were implemented on time and within budget.

Tax implementation (one-time) costs were significant as Metro implemented two separate taxes, personal and business. Implementation costs include software definition, development, testing, training and support provided by the City of Portland Revenue Division's software vendor. This work was primarily complete by the end of FY22, however, the final phase was completed in FY23.

Ongoing tax collections costs include Revenue Division personnel, who manage all aspects of administration, including providing customer service to tax filers, collecting estimated tax payments, auditing returns, assessing and collecting the tax, penalties and interest,

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



making refunds, and hearing appeals. Software costs in FY22 do not include ongoing support costs, as the software was still being implemented.

## Administration and oversight costs

Metro is allowed up to 5% of net tax collections for administration and oversight, which amounted to \$11.0 million in FY22. This funded FY21 and FY22 costs of \$3.1 million, and the balance was carried forward to FY23.

Metro's FY22 administrative and oversight costs were \$2.7 million. This includes:

- \$650k for personnel (4.8 FTE),
- \$180k for materials and services (communications and policy consultant support, meeting facilitation)
- \$1.9 million for cost allocation plan shared services (finance, HR, legal, IT, communications, COO Office/Council)

The carryover will ensure there is sufficient funding to continue development of the regional program, including new policy and program work areas identified by the Tri-County Planning Body.

## **Learning and improvement**

Throughout the first year of implementation, Metro staff approached this complex body of work with a focus on continuous quality improvement. Key learnings this year include:

- The impacts of the COVID-19 pandemic and its associated challenges continue to present significant obstacles for all stakeholders and people we serve.
- Building takes time, especially due to the collaborative nature of the SHS program.
- We must invest in effective communications and implement a communications strategy to inform and shape public opinion on the SHS program and the values of our work.
- It is important to create various ways to hear from community members, especially currently and formerly houseless community members, on effectiveness of and issues with current systems and services.
- This issue is complex, and several factors drive homelessness (in flow, market forces, etc.). We have a responsibility to address root causes. This program can only address a certain aspect of this issue.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



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## Looking ahead

As we near the midpoint of our second year of implementation, we are reflecting on and looking for opportunities to learn, grow and improve our work and organization. Some of our top priorities in SHS and as a housing department are highlighted below.

### Equity

Advancing racial equity is central to the success of SHS. The Metro housing department will continue to develop strategies, structures and practices to identify and measure our progress on SHS racial equity goals. Additionally, we commit to improving our internal structures to create a more diverse, inclusive and equitable organization.

### Organizational development

Metro is at the beginning of a ten-year journey and more work and growth lies ahead. In October of 2022, Metro established a housing department which includes supportive housing services and the affordable housing bond. We will continue to build the infrastructure to support the success of jurisdiction partners and the nonprofits that provide services. By the end of FY23, we expect to have added 7 FTE to our department with another 8 FTE requested for FY24. We will continue to develop our department including our staff, internal structures, processes and practices. Additionally, we will continue to look for pathways to implement and measure progress towards equity goals.

### Communications and community engagement

We will also look to improve how we communicate this work to the broader community by refining our communication strategies and looking for opportunities for effectiveness and innovation and will improve structures for public involvement with SHS policy and implementation.

### Programmatic infrastructure

Building the infrastructure for a ten-year program will take time and commitment to process improvement. We will look for opportunities to improve our structures, practices, reporting tools and dashboard to better demonstrate and communicate success as well as hold ourselves accountable with transparency.

### Data

The housing team will continue to support the alignment of data gathering and reporting practices across the region.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022

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## TCPB

The TCPB will play a significant role in our success and in creating a regional system. We are preparing to adequately staff and support the efforts of this committee, which may include sub-contracts, subcommittees, community engagement and significant staff capacity from all partners.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



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## Attachment A: Description of SHS reports and templates

Annual work plan – Describes what each county plans to accomplish in order to advance the higher level goals established in local implementation plans.

Annual budget – Outlines the total amount of funding anticipated to be received by each county for the fiscal year and includes how each county anticipates allocating those funds and a spend down plan that outlines the nature and pace of spending for the fiscal year.

Quarterly reports – The quarterly reporting template and process provides Metro quantitative and qualitative data on progress towards annual goals and regional metrics required in the SHS work plan, on a quarterly basis. Additionally, the quarterly report includes a financial report detailing the revenue and expenses for each county.

County annual report – Each county is required to submit a report on an annual basis that outlines progress towards annual and LIP goals, expenditures and qualitative information about progress, challenges and opportunities in SHS implementation.

SHS Oversight Committee Regional Annual Report – Each year, the SHS Regional Oversight Committee is required to present a report that evaluates performance, progress, challenges, opportunities and recommendations for future implementation.

# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



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## Attachment B: Chronology of milestones between 2020 through spring 2021

### Spring 2020: Worked closely with City of Portland to ensure a successful process for collecting new taxes

This is the first time Metro has managed a fund that comes from personal and business income taxes. Because of this, Metro selected the City of Portland Revenue Division to collect these taxes. The city had the experience, the technical capability and the staff to allow tax collection to begin quickly in April 2021.

### Summer 2020: Convened community stakeholders to develop regional values and outcome metrics

From June to September 2020, Metro hosted meetings with stakeholders who were asked to confirm and expand on the values that guide this work and bring clarity to how the fund and programming would be implemented. The members were representatives from homeless and supportive housing services providers, community-based organizations and coalitions, business leaders and public health providers from across the region. The work from this stakeholder group informed the development of the Metro SHS work plan.

### Summer/fall 2020: Created the SHS workplan with stakeholder engagement

Following the community stakeholder meetings, Metro staff worked with a consultant to develop the supportive housing services workplan with feedback from additional community stakeholders. The workplan included and added to the guidelines in the original ballot measure voters approved, and the recommendations of the earlier stakeholder group. It also provides a detailed plan for program implementation. The workplan was approved by Metro Council in December 2020.

### November 2020: Launched the SHS Regional Oversight Committee

The Regional Oversight Committee (“ROC”, also referred to as “oversight committee” or “committee” or “SHSOC”) was established to ensure transparent oversight of the regional program on behalf of the Metro Council. The committee does this by reviewing implementation for consistency with measure requirements and regional program values and guidelines, and ensuring that taxpayer funds are used responsibly.

After being appointed by Metro Council in November 2020, the oversight committee started meeting November 23<sup>rd</sup>, 2020. The committee has since met 20 times. The committee meets monthly and sometimes more often as needed. Thus far, the committee has reviewed and recommended local implementation plans for approval, reviews



# Metro operations: Year 1 update

Supportive housing services  
July 1, 2021 to June 30, 2022



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quarterly implementation progress reports and is developing the first regional report on annual implementation progress.

## Winter/spring 2021: Created and refined the Regional Long-Term Rent Assistance (RLRA) policy via engagement

In January and February 2021, Metro and its partners invited service provider stakeholders to provide feedback on draft policies for the RLRA program to ensure the program effectively advances equitable housing outcomes. More than 110 respondents shared their input through an online survey, focus groups and email.

The feedback was analyzed, summarized and carefully reviewed by Metro, its consultants and jurisdictional partners. The partners incorporated the feedback into an updated RLRA policy framework, and the feedback continues to inform each jurisdiction's implementation of the RLRA program moving forward.

## Spring 2021: Led the local implementation plan approval process

A key body of work for the oversight committee, Metro staff coordinated the local implementation plan (LIP) approval process from January to May 2021.

Each of the three counties was required to develop a high-level local implementation plan that centered racial equity, was informed by a comprehensive community engagement process and identified investment priorities for rent assistance and supportive services to guide their use of SHS funding. Each plan was also required to include detailed accountability metrics.

Metro staff led from reviewing LIPs for completion through presentations to the oversight committee for their review and recommendation of approval and lastly to Metro Council for final approval.

## June 2021: Developed revenue sharing agreement

As the intergovernmental agreements were being negotiated between Metro and the three counties to establish a long term partnership, Metro staff developed a revenue sharing agreement with the three counties prior to the beginning of year one (July 1, 2021) to ensure timely disbursements of tax collections.