

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: April 24, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Metro tax collection and disbursement update; Metro fiscal year 2023-24 proposed budget; discussion on how the committee would like to engage with and learn from SHS providers; and discussion on county work plans for fiscal year 2023-24.

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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. | Presentation: Metro tax collection and disbursement update                     |
| 10:10 a.m. | Presentation: Metro FY24 proposed budget                                       |
| 10:35 a.m. | Discussion: Engaging with SHS providers in future oversight committee meetings |
| 10:50 a.m. | Break  |
| 11:00 a.m. | Discussion: County draft work plans for FY24                                   |
| 11:55 a.m. | Next steps   |
| 12:00 p.m. | Adjourn  |

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

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## **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 Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: March 27, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Update on tri-county planning body to-date; Metro tax collection and disbursement update; and presentations from county partners on implementation progress through quarter 2 of FY 2023.

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### Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Maria Hernandez (she/her), Jenny Lee (she/her), Seth Lyon (he/him), Carter MacNichol (he/him), Felicita Montebianco (she/her), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him)

### Absent members

Stef Kondor (she/her), Kathy Wai (she/her), Becky Wilkinson (she/her)

### Elected delegates

Metro Councilor Christine Lewis (she/her), Clackamas County Chair Tootie Smith (she/her), City of Portland Mayor Ted Wheeler (he/him)

### Absent elected delegates

Washington County Chair Kathryn Harrington (she/her), Multnomah County Commissioner Susheela Jayapal (she/her)

### Metro

Nui Bezaire (she/her), Ash Elverfeld (they/them, she/her), Liam Frost (he/him), Breanna Hudson (she/her), Rachael Lembo (she/her), Patricia Rojas (she/her)

### Kearns & West Facilitator

Ben Duncan (he/him)

### Welcome and Introductions

Co-chairs Susan Emmons and Dr. Mandrill Taylor provided opening remarks and welcomed the Supportive Housing Services (SHS) Oversight Committee members to the meeting.

Ben Duncan introduced himself as facilitator and facilitated introductions between SHS Oversight Committee members.

Mike Savara announced that this would be his last meeting as a member due to a new position he will begin on April 24 at Washington County.

The February 13<sup>th</sup> and March 6<sup>th</sup> meeting minutes were approved by members.

### Conflict of Interest Declaration

Jenny Lee, Dan Fowler, Carter MacNichol, Mike Savara, Seth Lyon, and Maria Hernandez all shared potential or perceived conflicts of interest.

## Supportive Housing Services Oversight Committee Meeting Summary

### Public Comment

No public comments provided.

### Presentation: Tri-county planning body update

Liam Frost, Assistant Housing Director, Metro, opened the presentation. He used a slide deck to provide information on the work of the Tri-County Planning Body (TCPB), starting with the background, their current status of work which includes finalizing their goals and recommendations, and their next steps.

Mike shared his excitement for the coordination between counties and their prioritization of building up the workforce.

Co-chair Emmons shared her delight that they are seeing alignment between the SHS Oversight Committee and Tri-County Planning Body.

Dan asked to hear about the behavioral and mental health systems and recovery connections being made.

*Liam said they were asked by the TCPB to convene stakeholders with county staff to discuss opportunities to leverage Medicaid waiver funding. The counties are already working with health partners to discuss the opportunity to use that funding in conjunction with homeless services.*

Jeremiah Rigsby noted that there are a number of tables being convened to discuss the alignment of health system and housing system funds and asked if staff are considering a 'one table to rule them all' approach.

*Liam said the partners are beginning to scope things out and understand each other's work-health and housing. They want to take advantage of work being done already.*

Dan asked about eviction notice improvement.

*Liam said it hasn't come up but that in regard to working with landlords in the private market, they're working to avoid pitfalls preemptively by having a relationship with case managers.*

Mayor Wheeler liked hearing about coordination, shared goals with providers and counties. He cautioned that there needs to be some interface and intentional connection with the public. He is often asked some variation of "are things going to get better? Is the number of people camping outside is going to improve?" He hopes to see a dashboard to show the changes to number of people living outside. He wants to give updates to the public on successes and said that there's a credibility gap between those served and those trying to address the issues, but the public increasingly has less confidence.

*Liam says that the committee agrees with what he said about communication with the public and have asked for a regional investment in a communication strategy. They know it's about engaging with the public in person and not just paid and earned media.*

Chair Tootie Smith said that she agreed with Mayor Wheeler. She said that they're not going through with the Project Turnkey project for this very issue, public engagement.

Ben reflected on a quote from Co-chair Emmons that people are assessing progress through their windshield.

### Presentation: Metro tax collection and disbursement update & Q2 FY23 finance update

## Supportive Housing Services Oversight Committee Meeting Summary

Rachael Lembo, Finance Manager, Metro, introduced herself and referenced the finance report in the meeting packet.

Rachael shared what money has been collected, what they expected and what has been dispersed.

Rachael noted that a lot of the actual tax filing numbers are coming in this month and next and that they don't expect to see the large jumps in dollars like last year.

Rachael shared the fiscal year 2022-2023 quarter two financial report. The report had a tax overview, Metro administration and oversight costs, and snapshots of each County partner.

Co-chair Emmons asked if beginning July 2023, could the counties frontload SHS funds for the whole year to the agencies they contract with like a grant from a foundation? They're hearing from partner agencies that there is a delay in reimbursement from some counties.

*Adam Brown, Housing Authority of Clackamas County, said it's true, organizations are often fronting 60 to 90 days of a program's funding. There are a number of ways they can address this urgency to deliver services while also meeting the fiscal needs of organizations providing those services. He suggested the Financial Review Team explore new ideas for solutions.*

Felicita said they're depending on non-profits to do the work and also causing them financial instability and that's not in alignment with the program values.

Rachael noted that the Financial Review Team is comprised of chief financial officers from the counties and Metro.

Co-chair Emmons said that homelessness keeps being declared as an emergency, but it doesn't seem like the government agencies are acting like it. She shared that as a former executive director of a non-profit, the funding reimbursement arrangement was a major impact on their ability to do their work. She wants a meeting dedicated to this topic with the financial leads and agencies, so that the committee can learn more.

Dan seconded having a meeting as Co-chair Emmons suggested. He said non-profits need the money and also need accountability.

Carter wondered if there's a connection between hiring and not having money upfront. He thinks multi-year contracts are a great idea.

Ben summarized for the members what he was hearing: to see if the financial review team could connect with a provider's CFO; bring in providers to have a deeper conversation with the SHS oversight committee; and more broadly a grant type model of disbursements that would be multi-year.

Co-chair Emmons would like to have a meeting where the committee gets to talk directly to the providers and ask if it would be helpful for them to have upfront funding.

Carter thanked Rachael for the report. The one thing he doesn't see is the funding going to population A and B, that's needed.

*Rachael said that is an excellent question and she can incorporate that into future reports.*

Felicita shared a document link in the chat to a report titled, "Systems, Services and Solutions: A Study of Government to Nonprofit Contracts in Oregon," produced by the Nonprofit Association of Oregon.

## Supportive Housing Services Oversight Committee Meeting Summary

### Presentation and Q&A: Washington County

Jes Larson, Supportive Housing Services Manager, Washington County, used a slide deck to provide a quarter one and two update.

Co-chair Dr. Taylor asked about staff hires being highlighted as a success and if Jes would provide insight in them overcoming that hurdle.

*Jes said that staff capacity for the community-based organizations continues to be a challenge but they're getting through it and still making progress. She said they're excited about the internship program they've created.*

Maria added that it's particularly hard to get case managers hired as the pay is a challenge.

Dan asked about eviction prevention and how it works there.

*Jes said that she's not the expert on that but can get back to the members about this. Their focus has been on unsheltered folks. They plan to work on those upstream solutions this year. She said that she knows they have staff on site at eviction court, and there's a well-established process for people to win eviction prevention services.*

Patricia added that 75% of the funding is for chronic homelessness, 25% is for others and can be used for eviction prevention, those who are newly homeless and more.

Co-chair Emmons said that there are organizations who have been working on eviction prevention services for years and people get referred to them. She elaborated and said that some of those traditional organizations are now getting some SHS funds. She said they could get more information on how those facing evictions can get help and whether it's at eviction court or elsewhere.

### Presentation and Q&A: Multnomah County 6-month update

Yessenia Delgado, Supportive Housing Services Manager, Joint Office of Homeless Services, used a slide deck to provide a quarter two update. Josh Bates, Interim Executive Director, Joint Office of Homeless Services, also joined in the presentation.

Co-chair Emmons noted that they placed 434 people in permanent supportive housing but in their goals it was listed in household numbers. What's your goal this year for people or households placed?

*Yessenia said their annual work plan goal says that they'll place 1,335 people. They saw an increase last year in Q3 and Q4 of placements and expect the same this year.*

Mayor Wheeler said that he saw a large discrepancy between their forecast and actuals. He asked about undeployed resources towards and if they could be deployed to other resources. He said the City is critically short of funding for responding to the Governor's ask to take care of ODOT right of ways and address problematic campsites and litter removal.

*Josh said alignment across jurisdictions is crucial across SHS. He said they're more than happy to have conversations with the City of Portland on what partnership looks like. When it comes to implementing SHS programs, JOHS are the operations side of things. When it comes to policy decisions, it's a bit beyond JOHS and lays in the hands of the Board and Multnomah County Chair.*

*Patricia said the local implementation plan says how funds can be used. It sounds like there are discussions with the Multnomah County Chair's Office happening with your office and*



## Supportive Housing Services Oversight Committee Meeting Summary

*that's a good place to start. But it sounds like Josh welcomes the conversation about how ideas align with the local implantation plan.*

Carter said it's an important part of this committee's oversight to look at how the funding is getting deployed, and they should have all avenues open for how to get this money out. He thinks the mayor's questions are appropriate and he noted that there are tens of millions of dollars out there between the counties.

Dan recalled that Mayor Wheeler said earlier that the public doesn't understand numbers, but they do understand what they see and that leads to some of the discussion around ODOT right of ways.

Carter asked if they're doing multi-year NOFAs at Multnomah County?

*Yesenia said that once providers are qualified into the system, they're usually qualified for 5 to 7 years, and a lot are rolling over. They also ensure accountability through the year. Every year they hold contract negotiations.*

Carter asked if they have considered every two-year negotiation and removing the budget uncertainty?

*Yesenia appreciated the thought and said they are talking about solutions.*

### Next Steps

Nui said that they're working through finalizing language for the draft recommendations and will send out once it's done. She added that the annual report presentations will follow and there is more to come on the dates.

### Adjourn

Adjourned at 12:04 pm.

Respectfully submitted by Ash Elverfeld.



# Memo



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: April 24, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY23 Tax Collection and Disbursement Update

This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

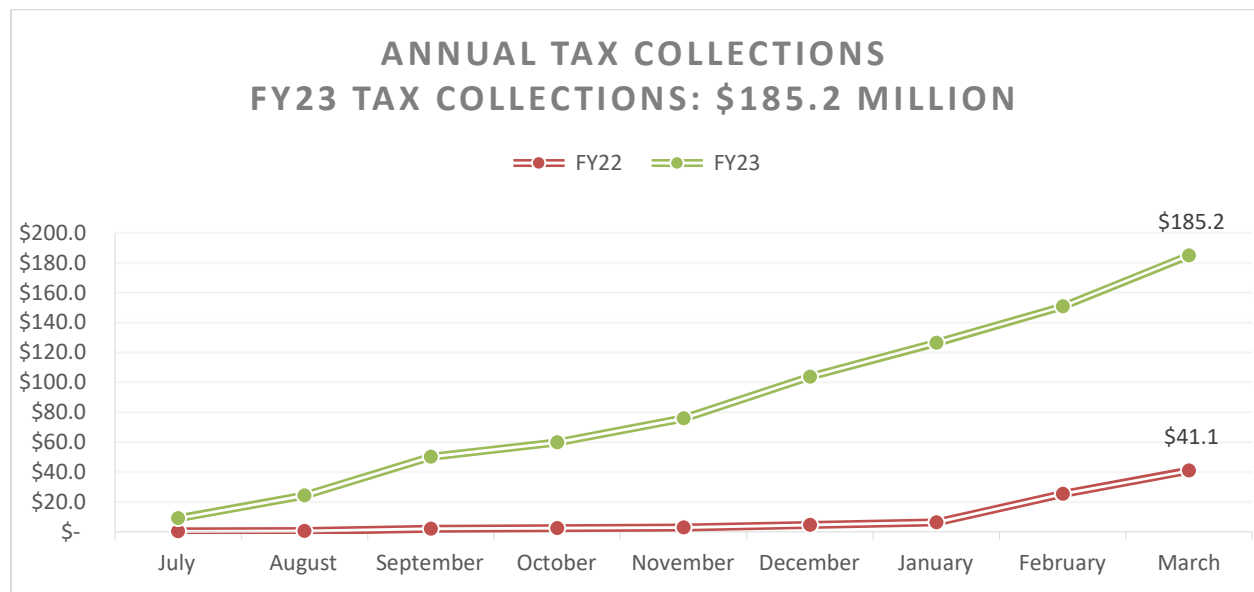
## Tax Collection and Disbursement Summary

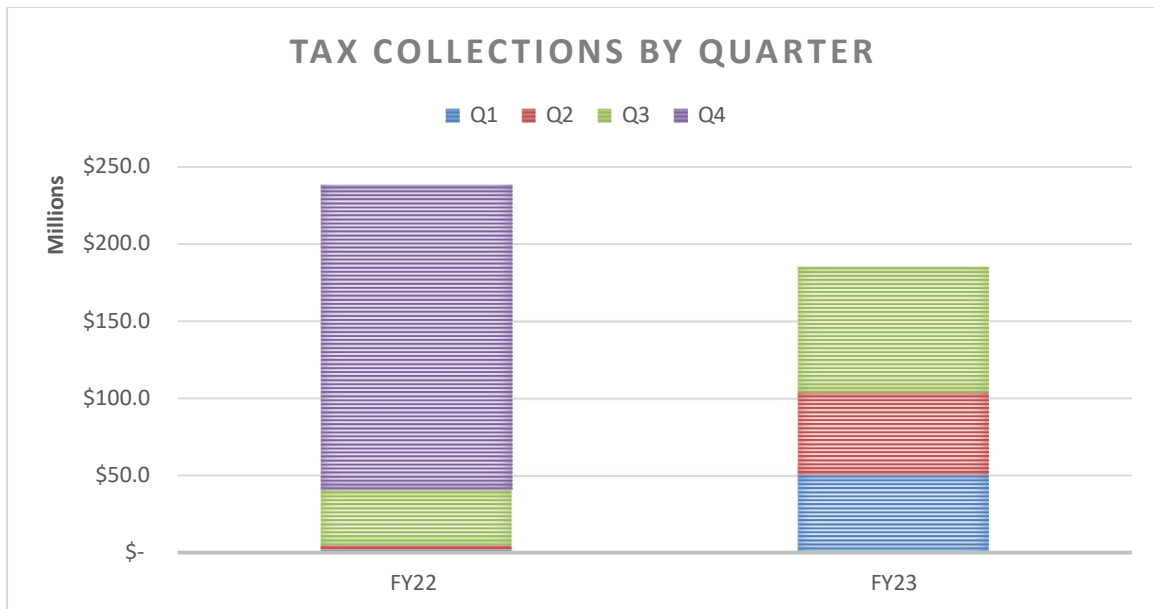
FY23 tax collection and disbursement figures on a cash basis are included below. This includes collections by the tax administrator through March 2023, which were received by Metro and disbursed to County Partners in April 2023.

|  |               |
|--|---------------|
| Total Tax Collected this FY                | \$185,228,338 |
| Total Disbursed to County Partners this FY | \$168,353,884 |

## Tax Collections

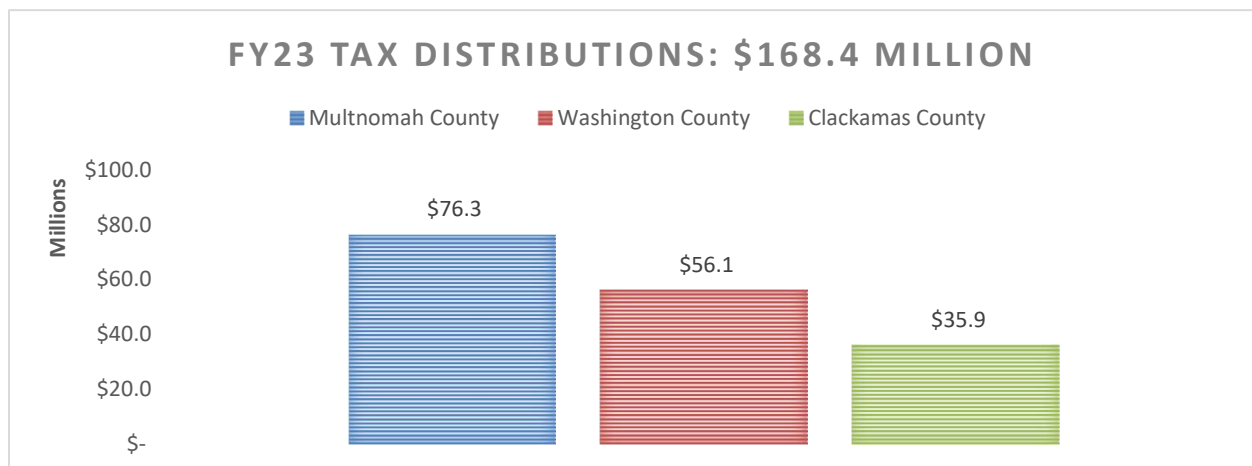
The charts below compare total tax collections in FY23 to FY22. Based on the current trend it's likely FY23 collections will exceed the budget of \$225 million. This is primarily due to spill over from tax year 2021 – payments for tax year 2021 that were made in FY23. Economic data suggests this tax year will be weaker than tax year 2021, which was a historically high year for incomes.





### Tax Disbursements

The chart below shows tax disbursements to the county partners in FY23.



# Memo



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: April 24, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY 2023-24 Proposed Budget

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## Budget Overview

The annual budget puts the Supportive Housing Services values and goals into action through a financial work plan. In FY 2023-24 the Housing Department will continue to grow and add capacity in order to effectively implement initiatives, field new bodies of work, respond to emerging needs and provide ongoing oversight and accountability of public resources.

## Tax Forecast

| Tax Collection and Disbursement Summary   |                      |
|---|----------------------|
|   | FY 2023-24 Budget    |
| <b>Tax Collections</b>                    | <b>\$234,100,000</b> |
| Tax Collection Costs                      | (10,801,686)         |
| <b>Net Tax Collections</b>                | <b>223,298,314</b>   |
| Metro Admin Allowance (5%)                | 11,163,314           |
| <b>Disbursed to County Partners (95%)</b> | <b>212,135,000</b>   |
| Clackamas County                          | 45,255,467           |
| Multnomah County                          | 96,167,867           |
| Washington County                         | 70,711,667           |

## Tax Collection Costs

The proposed tax collection budget of \$10.8 million includes the following costs:

- City of Portland Revenue Bureau personnel. This includes all aspects of tax administration, including providing customer service to tax filers, collecting estimated tax payments, auditing returns, assessing and collecting the tax, penalties and interest, making refunds, and hearing appeals (approx. 35 FTE).
- Software costs, including annual software maintenance and support costs specific to the SHS taxes and an allocation of shared costs for the integrated tax system.
- Other materials & services for tax collection support
- Contingency for unforeseen needs

| Tax Collection Costs        |                     |
|-----------------------------|---------------------|
|                             | FY 2023-24 Budget   |
| <b>Tax Collection Costs</b> | <b>\$10,801,686</b> |
| Personnel                   | 5,026,047           |
| Software                    | 3,602,816           |
| Other M&S                   | 1,382,413           |
| Contingency                 | 790,410             |

### Metro spending

Metro is allowed up to 5% of net tax collections for administration and oversight, which is forecasted to be \$11.2 million in FY 2023-24. The proposed budget includes the following administrative and oversight costs:

- Metro personnel, 18.7 FTE, an increase of 10 FTE from the adopted FY 2022-23 budget. The increased personnel will add capacity in event and technical assistance coordination; policy and equity initiatives development; program support; and constituent relations support.
- Materials and services, including communications; technical assistance and policy consultant support; data and research support; conferences/events; and meeting facilitation.
- Indirect costs from the Metro cost allocation plan, including shared services such as finance, HR, legal, IT, communications, COO Office/Council.

| Metro Administration                 |                     |
|--------------------------------------|---------------------|
|                                      | FY 2023-24 Budget   |
| Prior Year Carryover                 | 14,778,601          |
| Admin Allowance (5%)                 | 11,163,314          |
| Interest Earnings                    | 300,000             |
| <b>Total Resources</b>               | <b>\$26,241,915</b> |
| Direct Personnel                     | 2,965,770           |
| Materials & Services                 | 3,194,251           |
| Indirect Costs (Allocation Plan)     | 3,370,894           |
| <b>Total Requirements</b>            | <b>\$9,530,915</b>  |
| Contingency/Carryover to next period | 16,711,000          |

### County spending

The counties are still developing their FY 2023-24 SHS program budgets. The forecasted county disbursement amount is used as a budget estimate for county spending until their budgets are complete. County budgets will be provided to the Oversight Committee for review in the fall after adoption by their respective boards.

### Next steps

This budget overview is provided to the SHS Oversight Committee to support their financial oversight responsibilities. The SHS Oversight Committee is not required to take action on the FY 2023-24 proposed budget but will use this and regular financial reporting to inform their recommendations to Metro Council in the next SHS annual report.

Metro Council will hear a Housing Department budget presentation on April 25, 2023. Council is scheduled to vote to approve the budget on May 11, 2023 and adopt the budget on June 22, 2023.



# Clackamas County Draft Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 23-24

**SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE**

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Annual work plans are due **April 1** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

Please enter annual objectives in each category below. Objectives should stem from your local implementation plans as well as from the SHS regional goals and metrics. Entering objectives for the regional goals/metrics is required for each year, and those goals have already been entered into the template. Each year, your program should be making progress toward the 10-year regional goals as well. Objectives should state what that planned progress is (e.g. launching a new program, expanding by #/% of providers, etc.).

Entering objectives that stem from your LIP goals is also required (there should be at least one objective per goal *category* in your LIP), though you are entering objectives for work you will be implementing in the next program year, and likely will not be entering every single LIP goal. A good way to think about it is tying it back to your planned budget/investments. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you’re taking to meet LIP goals. Maybe you’re not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

County name: Clackamas County

Program year: FY 2023-2024

This is currently a draft version of the FY 23-24 Annual Work Plan. The county intends to conduct further engagement to further refine the plan and ensure that SHS funding is prioritized for the most urgently needed services as identified by local advisory bodies, community members with lived experience, and the local provider community.

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. Add additional rows to the tables as needed.

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you’d like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, at section 5.2. Please share what your annual goals are in relation to these annual metrics.

| Regional Metric   | Annual Goal    | Additional Context/Details/Notes   |
|---|----------------|--|
| Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units) | 395 Units      | Clackamas County plans to add 360 new households to its Regional Long-term Rent Assistance program and will also bring 35 units of permanent supportive housing online through the Good Shepherd housing development.  |
| Number of housing placements (people and households):   |                |  |
| Permanent Supportive Housing (PSH)  | 395 Households | Permanent Supportive Housing Placements will primarily serve households which meet the Population A definition. Placements will be done through a combination of tenant and project based vouchers.  |
| Rapid Re-Housing/Short-term Rent Assistance   | 120 Households | Rapid Rehousing placements will primarily serve households which meet the Population B definition.   |
| Other Permanent Housing (if applicable)   | N/A            | Clackamas County’s primary focus is increasing the number of SHS funded PSH and RRH placements. As SHS funded programs continue to grow in future years the County will identify future opportunities to leverage resources and establish partnerships to create other types of permanent housing. |
| Number of homelessness preventions (households):  | 800 Households | Eviction prevention services will primarily serve households which meet the Population B definition. Households referred through the county’s Coordinated Housing Access system and those who reside in properties owned by the Housing Authority of Clackamas County will receive assistance.     |
| Housing retention rate(s) (%)   |                |  |



|   |     |  |
|---|-----|--|
| Permanent Supportive Housing (PSH)          | 85% |  |
| Rapid Re-Housing/Short-term Rent Assistance | 85% |  |
| Other Permanent Housing (if applicable)     | N/A |  |

**OPTIONAL: Please include this information if you have set goals in addition to what is above.** Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below):

| Topic/Category   | Annual Goal      | Additional Context/Details/Notes  |
|------------------|------------------|---|
| To be Determined | To be Determined | The County’s original plan to expand transitional housing in FY 2023-2024 was to open a 100 unit transitional housing development through Project Turnkey 2.0. On March 22 <sup>nd</sup> , the Board of County Commissioners held an emergency meeting to pivot from this approach and emphasize community driven solutions. Additional information on a goal for new safety off the streets capacity and investments will be provided in the final draft of this report. |

**Category 1: Framing and context narrative**

In FY 2023-2024 Clackamas County will continue primarily focusing on the expansion of its SHS funded permanent supportive housing and rapid rehousing placements. The Regional Long-term rental assistance program will continue to see significantly increased investments to support 360 new households. SHS funding will also support 35 new permanent supportive housing units at Good Shepherd, an affordable housing development being built with Metro Affordable Housing Bond funds, which is currently scheduled to open in Fall of 2023. The county also launched the first large-scale SHS funded rapid rehousing programs in the fourth quarter of FY 22-23. These programs will begin operating at full capacity in FY 23-24. The county is also significantly investing into eviction prevention to stabilize households which are experiencing housing instability and are at risk of experiencing homelessness. An additional goal regarding safety off the streets programming will be submitted with the final draft of the Annual Work Plan.

**Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities**

| Objective   | Additional Details (optional)  | Which LIP goal(s) does this objective advance and how does it advance the goal(s)   |
|---|--|---|
| Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services. | Provide dedicated funding for capacity building efforts within culturally specific providers and offer technical assistance in areas that include, but are not limited to, accounting, human | This objective advances Clackamas County’s goal of growing culturally and linguistic program capacity. These investments will enhance the capacity for our various culturally specific providers, particularly for providers which are new to providing services in Clackamas County or are smaller grassroots organizations. |

|  |   |   |
|--|---|---|
|  | resources, organizational development, and strategic planning.  |   |
| Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes | Implement recommendations from Unite Oregon and the Coalition of Communities of Color who are conducting focus groups with people of color to drive racial equity improvements. | This objective advances Clackamas County's goals of achieving positive housing and service outcomes for Communities of Color to be equal to or better than Non-Hispanic white household outcomes and of increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness. The county has partnered with the Coalition of Communities of Color and Unite Oregon to conduct a series of engagement with communities of color to establish recommendations for advancing equity within the county's coordinated entry system. |

## Category 2: Framing and context narrative

Clackamas County committed to addressing racial disparities present in our housing services system through a variety of strategies and goals outlined in the County's Local Implementation Plan. The county is implementing those strategies through the above objectives and additional objectives will be added in the final draft after the county completes its annual work plan engagement efforts.

## Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity

| Objective  | Additional Details (optional)   | Which LIP goal(s) does this objective advance and how does it advance the goal(s)  |
|--|---|--|
| Expand the Housing Services Team to support integration with the health system through Medicaid waiver coordination                      | Hire two fulltime staff members whose primary role will be supporting Medicaid waiver coordination and eventual implementation.   | These new staff will advance the County's commitment to leveraging funds for greater impact by utilizing the Medicaid system to fund additional services in Clackamas County once Oregon's waiver is approved. This also advances one of the Local Implementation Plan's system wide investment priorities of expanding internal capacity to facilitate further expansion of programs and services.  |
| Support community resources through direct investments to enhance their capacity for supporting the rapid expansion of service providers | Contract with the Community Warehouse to directly support their operations in Clackamas County and streamline the process for service providers and program participants to acquire furniture for new housing placements.   | This objective advances the Local Implementation Plan's commitment to enhancing the capacity of community partners. Directly supporting community resources such as the Community Warehouse will reduce the administrative burden on service providers of coordinating and paying for furniture, thus freeing up staff time to be better spent on direct service delivery.   |
| Fund and provide direct technical assistance to grassroots providers to support their growth and development.                            | Contract with organizations that can provide technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning and make this assistance available to small and grassroots providers struggling to expand their organizational capacity. | Clackamas County's Local Implementation Plan made a commitment to enhancing the capacity of community partners and expanding its network of providers that deliver services. Dedicated technical assistance for smaller and grassroots organizations that historically have not provided services in Clackamas County or have not done so in an official capacity will be provided in order to expand the larger service provider system and its capacity. |

|   |   |   |
|---|---|---|
| Significantly invest in new safety off the streets infrastructure | The county will allocate dedicated funding this fiscal year for the procurement or construction of new safety off the streets infrastructure such as safe rest areas, emergency shelters, transitional shelters, or transitional housing. | This objective advances the Local Implementation Plan’s priority program investment of expanding emergency shelter and other safety off the streets capacity. Dedicated investments in new capacity will directly contribute to the county’s overall inventory and provide an opportunity for new service providers to begin providing safety off the streets services in Clackamas County. |
|---|---|---|

Category 3: Framing and context narrative

Capacity building both internally and throughout the system as a whole continues to be one of the County’s key focuses to ensure it can meet its other goals for enhancing and expanding housing and homeless services. In FY 22-23 the county began partnering with grassroots providers that have historically produced significant outcomes with very limited resources. These providers have a proven track record in delivering housing services, but require additional support in expanding their internal organizational capacity to support an influx of funding and new staff. In FY 23-24 one of the county’s primary focuses for SHS funded capacity building will be supporting these organizations in their growth to become stable community providers with sustainable organizational practices.

Category 4: OTHER ANNUAL GOALS BASED ON LIP

| OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS              | Additional Details (optional)  | Which LIP goal(s) does this objective advance and how does it advance the goal(s)  |
|---|--|--|
| Alignment with the Behavioral and Public Health Systems | The Housing and Community Development Division will increase coordination with the county’s Public Health and Behavioral Health Divisions in areas such as strategic planning and service delivery.  | Enhanced internal coordination on strategic planning and service delivery will advance the County’s commitment to improving behavioral health services alignment with housing and homelessness programs internally and in collaboration with our partners throughout the County.   |
| Promote Geographic Equity                               | In FY 22-23 Clackamas County began allocating resources for housing and homeless services to rural and historically underserved areas of the county thanks to the influx of SHS funding. In FY 23-24 new investments, programming, and capacity building to enhance service delivery in rural areas will continue. | The County is committed to promoting geographic equity throughout Clackamas County and to leveraging funding to ensure it has the greatest impact in the County. Rural Clackamas County outside of the Urban Growth Boundary has service deserts which are in need of increased funding. The influx of SHS funding within the Urban Growth Boundary is allowing the County to shift resources and fund new services in historically underserved rural areas. |

Category 4: Framing and context narrative

In FY 2023-2024 Clackamas County’s Housing and Community Development Division will significantly increase its coordination with the County’s Public Health and Behavioral Health Divisions to facilitate a holistic approach to supporting Clackamas County residents in need. The county will also expand investments and services in rural Clackamas County using other funding sources now that SHS funded services have significantly expanded capacity within the Metro Urban Growth Boundary. The majority of Clackamas County lies outside of the Urban Growth Boundary and has a significant need for new investments and increased capacity.



# Multnomah County Supportive Housing Services (SHS) Annual Work Plan Template

Supportive Housing Services Program

FY 23-24

**SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE**

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Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov) .

Please enter annual objectives in each category below. Objectives should stem from your local implementation plans as well as from the SHS regional goals and metrics. Entering objectives for the regional goals/metrics is required for each year, and those goals have already been entered into the template. Each year, your program should be making progress toward the 10-year regional goals as well. Objectives should state what that planned progress is (e.g. launching a new program, expanding by #/% of providers, etc.).

Entering objectives that stem from your LIP goals is also required (there should be at least one objective per goal *category* in your LIP), though you are entering objectives for work you will be implementing in the next program year, and likely will not be entering every single LIP goal. A good way to think about it is to tie it back to your planned budget/investments. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you’re taking to meet LIP goals. Maybe you’re not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

County name: MULTNOMAH

Program year: FY2024

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. Add additional rows to the tables as needed.

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you’d like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, in section 5.2. Please share what your annual goals are in relation to these annual metrics.

| Regional Metric   | Annual Goal           | Additional Context/Details/Notes   |
|---|-----------------------|--|
| Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units) | 552 PSH opportunities | Supportive housing opportunities this fiscal year will be created through tenant-based and project-based housing. There will be 284 site-based apartments created through project-based permanent supportive housing (PSH) and 268 tenant-based PSH vouchers.  |
| Number of housing placements (people and households):   | 1,345 households      | This number is the sum of the housing placements for PSH and rapid re-housing (RRH) for Fiscal Year 2024 (FY24).   |
| Permanent Supportive Housing (PSH):   | 656 households        | PSH provides deeply affordable housing with wraparound supportive services including behavioral health care, case management, education, and job supports to assist households in their goal to achieve housing stability.   |
| Rapid Re-Housing/Short-term Rent:   | 689 households        | RRH is a model that provides short-term rent assistance to support people exiting homelessness by providing staff support to help identify permanent housing opportunities and/or helping people to retain their housing. There are different rapid re-housing programs across the homeless service continuum that serve adults, youth, families with children, and people fleeing domestic violence or sex trafficking. |
| Other Permanent Housing (if applicable):  | N/A                   |  |
| Number of homelessness preventions (households):  | 800 Households        | Eviction prevention programs will be available at multiple community-based organizations that will provide short-term flexible client assistance to allow households to maintain their housing and avoid people from entering  |

|   |     |               |
|---|-----|---------------|
|   |     | homelessness. |
| Housing retention rate(s) %                 |     |               |
| Permanent Supportive Housing (PSH)          | 85% |               |
| Rapid Re-Housing/Short-term Rent Assistance | 85% |               |

**OPTIONAL: Please include this information if you have set goals in addition to what is above.** Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below):

The FY24 capacity and housing placement goals are estimates based on proposed budget requests. The Multnomah County Chair is scheduled to release the proposed budget to the public on April 27th. Between May 2nd and May 31st, the Board of County Commissioners will hold 22 budget work sessions and three public hearings. The FY24 budget will be adopted and approved on June 8th. The goals in this plan may change according to any budgetary changes to the Joint Office’s final budget.

1 voucher or apartment = 1 household

| Topic/Category  | Annual Goal | Additional Context/Details/Notes   |
|---|-------------|--|
| Number of emergency shelter beds the JOHS funded with SHS funds | 247 beds    | Emergency shelter beds include non-congregate, alternative, and congregate programs that will serve adults, youth, families with children, and people fleeing domestic violence. |

**Category 1: Framing and context narrative**

In FY24 the Joint Office will shift much of its FY23 SHS-funded emergency shelter investments to increasing the SHS-funded Supportive Housing portfolio. The Supportive Housing portfolio is currently sustaining the people placed into long-term housing since July 2021, in the upcoming year the Joint Office is strategically investing in additional Supportive Housing capacity to reach Multnomah County’s Local Implementation Plan (LIP) goal to support at least 2,350 Population A households to obtain and retain permanent housing.

As a reminder, the Joint Office used the 2019 report *Governance, Costs, and Revenue Raising to Address and Prevent Homelessness in the Portland Tri-County Region* and the 2020 *Regional Supportive Housing Services Tri-County Data Scan* to create the goal to support 2,350 Population A households to obtain and retain permanent housing. Based on the findings in those reports, there were approximately 4,936 eligible Population A households in the Metro region. Taking the eligible number of Population A households and applying the 45.3% of the annual collected tax revenue from the SHS measure that Multnomah County will receive each year, resulting in 2,350 households (45.3% of 4,936 = 2,350). For more information, [see Multnomah County’s 2020 Local Implementation Plan, section System Gaps and Needs Analysis \(pages 9-19\).](#)

**Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities**



Please list **at least one annual objective/investment** that addresses these regional equity goals, as outlined in the Metro SHS Work Plan. Another way to think about it is by asking, in this next program year, what steps are we going to take to make progress toward the following goals?

- Goal: **Provide access to services and housing for Black, Indigenous, and people of color at greater rates than Black, Indigenous, and people of color experience homelessness**
- Goal: **Increase culturally specific organization capacity with increased investments and/or expanded organizational reach for culturally specific organizations and programs**
- Goal: **Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance**

Then, add any other additional objectives that address/progress toward any other equity goals as set out in your LIP.

| Objective  | Additional Details (optional)  | Which LIP goal(s) does this objective advance and how does it advance the goal(s)   |
|--|--|---|
| 100% of contracted service providers will submit race, ethnicity, gender identity, and sexual orientation data of their employees.   | The Joint Office currently requires contracted service providers to annually submit demographic data about the employees in their organizations. At this time, there are service providers that do not submit this data. Over the next year, the Joint Office will develop a strategy to increase awareness and participation by socializing the overarching reason we ask for demographic data. | LIP commitment to track and achieve the Metro Regional Equitable Service Delivery goal to ensure: <ul style="list-style-type: none"><li>● All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance.</li></ul>   |
| 6 SHS Advisory Committee meetings and 1 annual retreat. SHS committee recommendations for SHS planning work including the design of the FY25 SHS annual work plan goals and overall FY25 investment portfolio. | The SHS Advisory Committee provides the insight, perspective, and technical experience needed for the Joint Office to establish culturally responsive policies, standards, and frameworks for anti-racist and gender-affirming systems.  | LIP commitment to track and achieve the Metro Regional Equitable Service Delivery goal to: <ul style="list-style-type: none"><li>● Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.</li></ul> Central to the Committee’s work is their commitment to support service providers in their efforts to expand their organizational reach in Multnomah County. The Committee will develop recommendations about how the Joint Office can support the expansion of culturally specific services. |
| Coordinate 12 training opportunities that prioritize Culturally Specific Organizations and expand Assertive Engagement training capacity for SHS providers.  | JOHS will coordinate training opportunities that prioritize culturally specific organizations, as well as training opportunities that are informed by needs identified by providers. JOHS will also double the Assertive Engagement training capacity which will increase AE training opportunities and slots for SHS-funded providers.  | Additional training opportunities can increase culturally specific organization capacity by supporting staff’s ability to provide culturally relevant, trauma-informed services that center equity. Additional training opportunities can also serve the goal of building a provider network with anti-racist, gender-affirming systems with regionally   |

|  |  |   |
|--|--|---|
|  |  | established, culturally responsive policies, standards, and technical assistance by supporting providers in their efforts to meet those standards.  |
| 100% of SHS-funded providers submit an equity goal or work plan. | JOHS will support providers in identifying and eliminating barriers to work plan creation, as well as creating plans to monitor progress on equity goals and work plans. | Supporting the creation, review, and monitoring of equity goals and work plans across the system of care supports the creation and maintenance of system-wide standards of culturally responsive policies and practices, as well as supports each provider to participate in anti-racist, gender-affirming systems. |

**Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity**

| Objective   | Additional Details (optional)  | Which LIP goal(s) does this objective advance, and how does it advance the goal(s)  |
|---|--|---|
| Provide technical assistance and/or capacity building funds for 15-20 new and expanding providers.  | Technical assistance can include NOFA qualification navigation support, connection to technical writing TA, as well as capacity-building funds to support organizational growth and development, which is intended to build new competencies, strategies, systems, and structures to support key elements of organizational stability, effectiveness, as well as support the ability to provide culturally relevant services or further advance racial equity across the organization.   | Directly supporting providers to build capacity to provide culturally responsive, trauma-informed services that center equity will contribute to both expanding organizational reach for culturally specific providers and programs, as well as support participating providers across the system of care in improving their ability to meet the regional standards for culturally responsive policies and standards. |
| Engage and provide support to 10-15 new and emerging Culturally Specific Organizations.   | Engagement and support with new and emerging culturally specific providers who are aspiring to qualify to provide services, who are qualified but not yet contracted, and who are working to build capacity to contract with JOHS. Engagement and support can include general support and q&a, community engagement, NOFA navigation support, and connection to technical assistance (for technical writing in a qualification process or capacity-building).  | Engaging and supporting new and emerging culturally specific organizations will support our goal of increasing the capacity of the system to provide culturally specific services as well as increasing the capacity for new and emerging culturally specific providers to contract with JOHS and provide services.   |
| Complete analysis of effective shelter models, specifically focusing on (i) best practices in moving from unsheltered homelessness to housing and (ii) assessing the effectiveness of alternative shelter models. | The SHS expansion of the JOHS Data, Research and Evaluation program supports evaluation activities that focus on priorities outlined in the SHS Local Implementation Plan. These projects include a community-based needs assessment of geographic equity in the provision of homelessness services (Geographic Equity Study), a quantitative and qualitative analysis of the determinants of successful exits from unsheltered homelessness (Pathways to Housing Study), a qualitative analysis of effective alternative shelter programs (Alternative Shelter Evaluation) and an analysis of best practices in providing emergency shelter services (Effective Shelter Models Evaluation). | This research will improve the quality and effectiveness of emergency shelters as a pathway to permanent housing, thereby shortening shelter stays and making more bed space available ( <i>LIP goal: Increase culturally specific emergency shelter bed capacity</i> ).  |

|  |  |  |
|--|--|--|
| <p>Develop a quality By-Name List for Chronically Homeless adult households in order to have current and detailed information on every person that meets the Population A definition.</p> <p>Expand data collection and update coordinated entry processes to be more timely, more accurate, and more comprehensive.</p> | <p>Built for Zero serves as a framework to expand data collection, increase data quality and utilize data for system and client-level prioritization of services. FY2024 goals include:</p> <ul style="list-style-type: none"> <li>• Develop, in alignment with the development of a new Coordinated Access Assessment Tool, a new data collection form to be used during outreach and engagement.</li> <li>• Pilot data collection using the new staged assessment tool, as well as other aggregate data monitoring processes, in areas currently not collecting data completely, such as outreach and navigation.</li> <li>• Report Built for Zero core metrics for Population A, including inflow and outflow, as well as key demographics and contextualizing data to better understand Population A.</li> </ul> | <p>This work meets capacity-building goals, developing partnerships with stakeholders, as well as necessary steps to build regional data collection standards.</p>   |
| <p>Launch a new Coordinated Access tool for the adult and family systems of care.</p>  | <p>The JOHS is working with two consultants: Focus Strategies and C4 and community-based organizations to revise the coordinated access process and to create a new assessment tool to be more responsive, effective, and culturally appropriate.</p>  | <p>Provide access to services and housing for Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color at greater rates than Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color.</p> |

**Category 4: OTHER ANNUAL GOALS BASED ON LIP**

| OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS  | Additional Details (optional)  | Which LIP goal(s) does this objective advance and how does it advance the goal(s)   |
|---|--|---|
| <p>Complete analysis of unmet needs and JOHS investments in Multnomah’s East County</p>   | <p>The East County Analysis is the initial part of research work on geographic equity, and will address the following issues:</p> <ul style="list-style-type: none"> <li>• How are the outcomes of “equitable access” and “services meeting needs” defined and measured?</li> <li>• What are the unmet needs in East County?</li> <li>• What investments is the JOHS currently providing in East County?</li> <li>• What investments can the JOHS make to better meet the unmet needs in East County?</li> </ul> | <p>The East County Analysis will guide our ongoing and future programming investments to ensure geographic equity in the provision of services (<i>LIP goal: Geographic equity in the distribution of homeless services</i>).</p> |
| <p>Wage Study Goal: Conduct follow-up outreach with participating agencies regarding their planned actions and support needs in</p> | <p>Multnomah County has completed the initial study phase of this</p>  | <p>The work underway, which aims to translate the findings of the JOHS Wage Study into concrete actions to improve staff</p>  |

|   |  |   |
|---|--|---|
| classification, compensation, and benefits. | compensation study. The next steps include: <ul style="list-style-type: none"><li>• Socializing study findings with relevant stakeholders</li><li>• Soliciting feedback from participating agencies on how they could address the issues identified in the study</li><li>• Conducting follow-up outreach with participating agencies to learn how JOHS can support agencies' efforts</li><li>• Identifying action items that can be carried through in contracting and technical assistance.</li></ul> | satisfaction and retention will support effective service delivery by developing a consistent and high-quality workforce ( <i>LIP goal: Evaluate CBOs' ability to attract and retain talent given current compensation levels and approaches to equity</i> ). |
|---|--|---|



# Washington County Supportive Housing Services (SHS) **DRAFT** Annual Work Plan

Supportive Housing Services Program

FY 23-24 (Drafted 4.12.23)



SECTION 2: ANNUAL OBJECTIVESBY CATEGORY

Washington County

Program year FY 23/24

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you’d like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, at section 5.2. Please share what your annual goals are in relation to these annual metrics.

| Regional Metric   | Annual Goal    | Additional Context   |
|---|----------------|--|
| Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units) | 500 Placements | Described in PSH Goal Below  |
| Number of housing placements (people and households):   | 1,000 HH       | Described Below  |
| <ul style="list-style-type: none"><li>Permanent Supportive Housing (PSH)</li></ul>                              | 500 HH         | The <b>Housing Case Management Services Program</b> (HCMS) was launched as permanent case management services paired with permanent rent assistance through RLRA. The goal is to place as many households in supportive housing units as the number of vouchers released on an annual basis. In year one, Washington County released 500 RLRA vouchers and placed nearly 300 households. In the coming year, the program will release another 500 vouchers and aims to house at least 500 households in Permanent Supportive Housing (scattered site). This program is designed to support Population A households and seniors with fixed incomes aged 55 and older. |



|   |        |  |
|---|--------|--|
| <ul style="list-style-type: none"> <li>Rapid Re-Housing (RRH)</li> </ul>                      | 300 HH | <p><b>Enhanced Rapid Rehousing</b> has been launched and is in the beginning stages (no HH's have surpassed the time allotted in the program) ERRH increases access to housing options for households that require medium-term rent assistance support and case management services until they are able to achieve financial independence. Participants are enrolled up to 24 months and titerates down the level of supports as needed.</p> |
| <ul style="list-style-type: none"> <li>Rapid Resolution (Diversion)</li> </ul>                | 200 HH | <p><b>Rapid Resolution</b> will be launched to provide short-term financial assistance to resolve housing crises for households that do not need case management supports. These resources will be available widely for participating housing organizations and partner systems through a streamlined applications process. This program is designed to support Population B households.</p>   |
| <b>Number of homelessness preventions (households):</b>                                       | 500 HH | <p>SHS funding will be used to significantly increase eviction prevention funding in Washington County for the next two to three fiscal years while the above SHS programs are expanding and there is available carryover funding for additional community need.</p>   |
| <b>Housing retention rate(s) (%)</b>  |        |  |
| <ul style="list-style-type: none"> <li>Permanent Supportive Housing (PSH)</li> </ul>          | 85%    | <p>This goal is based on our understanding of HUD PSH scattered-site programs. We will continue to assess this goal as we gather clear data over time and will adjust as necessary.</p>  |
| <ul style="list-style-type: none"> <li>Rapid Re-Housing/Short-term Rent Assistance</li> </ul> | 85%    | <p>This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.</p>   |

### Category 1: FRAMING AND CONTEXT NARRATIVE

Washington County recently conducted a systematic analysis considering multiple sources of data, resulting in emerging themes that assist in determining our goals and priorities. Approximately 650 households (population A) are waiting for long-term housing options in our Community Connect Coordinated Entry System. Another 900 households are waiting to access

other various levels of rent assistance and supports. We are on track with prior goals of bringing 1,000 long-term placements into the system since SHS’s inception and have launched the new Enhanced Rapid Re-Housing program that is currently housing Population B households. Rapid Resolution is slated to launch this year as a pilot and will expand in FY 23/24. The housing system aims to be sustainable by keeping our current supportive housing capacity in full operation and protecting our community from returning to homelessness. Additionally, as housing programs evolve, we must continue to assess housing retention rates and support the system in housing placements that are equal or greater than the new housing opportunities generated in the system.

As we move into the 23-24 year, we continue to uphold many of the existing housing goals, analyze the foundational components of the Supportive Housing Services, and streamline where appropriate to coordinate efforts in creating a robust sustainable homeless delivery system in Washington County.

**Category 2: RACIAL EQUITY – Strategies to meet regional goals and local/LIP strategies to address racial disparities**

Please list **at least one annual objective/investment** that addresses these regional equity goals, as outlined in the Metro SHS Work Plan. Another way to think about it is by asking, in this next program year, what steps are we going to take to make progress toward the following goals?

| Objective  | Additional Details (optional)   | Which LIP goal(s) does this objective advance and how does it advance the goal(s)  |
|--|---|--|
| Provide access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness | Increase understanding among racial disparities for Asian Americans/Pacific Islanders in housing programs to better reach and serve this community  | Recent analysis demonstrates that Asian Americans/Pacific Islander populations are less likely to seek services from our homeless service system than would be expected based on the rate of poverty of this population in Washington County. Although this is consistent with national trends, continuing to evaluate how this population can be better reached is important. |
|  | Continued evaluation of Community Connect to ensure phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees. | Over the course of this reporting year, we will evaluate the results of these changes and continue to implement changes to our coordinated entry processes to ensure equitable access.   |

|   |   |  |
|---|---|--|
| <b>Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs</b> | Maintain seven culturally specific providers within the Washington County network and expand their contracting opportunities. | In years one and two, Washington County increased its culturally specific provider pool by seven. We aim to maintain and continue developing these seven service provider partnerships and support these organizations to be able to serve more people from diverse communities across Washington County.  |
|   | Expand technical assistance and capacity building support for culturally specific providers                                   | The Department of Housing Services provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-one support, and consultants hired to provide specific technical assistance. In the coming year, the division is continuing the support and has a goal to ensure 100% of contracted culturally-specific partners are accessing available technical assistance and capacity building resources. |
| <b>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</b> | Expand Diversity, Equity & Inclusion (DEI) training competencies to ensure 100% participation across the system of providers  | As the training platform, PowerDMS has launched, Washington County is developing and implementing culturally responsive training. This curriculum will include trainings on anti-racist practices in program design and implementation, and trainings to clearly define and teach culturally responsive service provision for all partnering organization staff. These programs will be required, and participation will be measured.                          |

**Category 2: FRAMING AND CONTEXT NARRATIVE**

Recent analysis continues to demonstrate that Latina/o/e and Black/African/African American people are disproportionately likely to experience homelessness. This data is consistent with other homeless systems, and an important demonstration of continued social, economic, and housing injustices in American society. The Washington County homeless service system is reaching Latina/o/e and Black/African/African American communities and providing access to housing options consistent with the disproportionate need. To redress historic disparity, we must continue to abundantly serve these communities, in partnership with our culturally specific service providers. The data also demonstrates that Asian American, Pacific Islander population is less likely to seek services from our homeless service system than would be expected based on the rate of poverty of this population in Washington County. This data is also consistent with national trends in serving the Asian American Pacific Islander community and is important to continue to evaluate if this population could be better reached by our housing and homeless programs. Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of the Washington County Supportive Housing Services.

Category 3: CAPACITY BUILDING – Lead agency/systems infrastructure, provider capacity

| Objective  | Additional Details (optional)  | Which LIP goal(s) does this objective advance and how does it advance the goal(s)  |
|--|--|--|
| Launch new programs to improve system performance including Recuperative Care and youth focused housing programs | While many new housing programs have been launched and are robustly serving our communities in new ways, some programming area gaps remain. In the third program year, Washington County will launch new programs to better serve homeless youth and homeless individuals who need medical care while staying in our shelter programs. | <b>Create Supportive Housing Placements with Permanent Housing and Supportive Services; Building partnerships and programs with the Healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.</b>   |
| Expand evaluation and monitoring programming to ensure contract outcomes and impact                              | In the third program year Washington County will strengthen our programs with evaluation and monitoring supports to enhance technical assistance, program improvements and community outcomes. This will include desk monitoring contract metric compliance management   | <b>Create a Standard of Care among all service providers that culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; Establish consistent definitions, standards of care and evaluation practices to improve service provision, outcomes and supports for community partners</b> |
| Launch new aligned governance structure to oversee and advise the entire homeless services system                | As Washington County prepares for the coming program year and experiences continued growth in our homeless system, we are bringing our reporting and governance bodies into coordinated alignment as one homeless services system. This includes a reorganization of advisory bodies and streamlining a single set of guidance.        |  |

|                               |  |   |
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| Launch 45 new housing careers | The Housing Careers Workforce Development Project recently launched. In the coming year, the program has the infrastructure to partner with leading experts to recruit, train, support and employ at least 45 individuals, with a preference for BIPOC participants who were previously homeless or experienced housing instability and desire to grow a career in the homeless services industry. | <b>Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience.</b> The investment strengthens the system and ensures expanded culturally specific provisions and services to help meet the needs of the community and increase the workforce. |
|-------------------------------|--|---|

**Category 3: FRAMING AND CONTEXT NARRATIVE**

Washington County is in the midst of both launching new and necessary programs to support our goals and ensuring efficacy by building and expanding quality assurance framework across our system. Technical Assistance, capacity building workforce development and program evaluation will be important areas of focus in the new year to achieve our community goals. The work of homeless services in Washington County has grown significantly in recent months. From the Supportive Housing Services Measure and the local Continuum of Care managing HUD-funded programs, to the recent expansion of the States Executive Order signed by the Governor which supports our work in addressing unsheltered homelessness. As we strategize our alignment into one homeless delivery system, the new Washington County Homeless Services Division will increase our effectiveness in achieving stable and abundant housing options for homeless and at-risk households in our community.

**Category 4: OTHER ANNUAL GOALS BASED ON LIP**

| OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS                     | Additional Details (optional)   | Which LIP goal(s) does this objective advance and how does it advance the goal(s)   |
|--|---|---|
| Reduce average stays in shelter programs to less than 100 days | System evaluation has measured the length of time people are staying in our shelter programs. While there has been progress with shelter stays, such as adding case management until stable housing is secured and expanding year-round shelter capacity, we also know it is taking longer for people to become housed. This is largely because our shelters are open longer or year-round, so shelter stays are necessarily longer. Nonetheless, we want to ensure strong flow-through in our system such that people are able to secure housing and leave shelter as quickly as possible. | <b>The Washington County SHS System of Care will coordinate and strategize investments for Shelter and Transitional Housing; To coordinate long-term system goal, phasing investments requires evaluation of progress and adjustment of programmatic approaches including housing outcomes over time.</b> |

|   |  |   |
|---|--|---|
| Create new graduation and housing retention approaches for households no longer in need of intensive support services | We understand that many households can reach a level of stability that would allow them to exit intensive support services and maintain their housing independently with minimal supports. These exits will support the inflow by allowing support services to be available to new households entering the system. This year, Washington County will implement a strategy that will create additional housing services capacity in our system, while providing just the right level of service needed for those in our housing programs. | <b>Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness with year over year system improvements and regional coordination.; Establish consistent definitions, standards of care and evaluation practices to improve service provisions and outcomes.</b> |
|---|--|---|

**Category 4: FRAMING AND CONTEXT NARRATIVE**

Understanding the current unmet need and state of our system is an important step in determining and implementing our goals within the workplan. We also know that in order to keep up with the inflow of newly homeless households in the system, it is imperative that some households achieve a level of stability so that they do not rely on supportive services permanently.

Washington County has evaluated the effectiveness of existing structures within the system to guide our future work. We understand the work ahead and who we must continue to prioritize with our public resources to address homelessness and housing instability. The goals we set as a system become our guideposts throughout the year to measure our impact and focus on committed priorities. We aim to be both aspirational and achievable in these goals to maximize the impact in our community. Washington County will know it has achieved ‘functional zero’ when it has a responsive and complete system that can immediately serve anyone experiencing or at risk of chronic homelessness with access to housing supports that achieve permanent stability.

**Clackamas County**  
**Supportive Housing Services Implementation Mid-Year Presentation**  
**Written Responses to Oversight Committee Questions**

At the March 2023 SHS Oversight Committee meeting, county partners provided mid-year presentations on SHS implementation that provided deeper dives than quarterly reports. Presentations focused on the following topics:

- **Service provider capacity, especially for culturally specific providers**
- **Advancing racial equity**
- **Additional information on spending and finances**

Due to unforeseen circumstances, Clackamas County was not able to provide a Quarter 2 presentation but did promise Metro staff and the oversight committee that they would provide written responses to questions on the above topics. Clackamas County did have staff present at the March meeting to answer committee member questions related to Metro's new quarterly financial report, but the county was not able to have program staff available to present on the provider capacity or advancing equity topics.

Below are Clackamas County's written responses to questions on the three above topics.

**Topic: PROVIDER CAPACITY**  
**Questions and responses:**

- What was the increase in culturally specific providers in homeless services in the county since SHS started? Even if baseline was zero, describe that and let us know how SHS has added this capacity.
- What culturally specific provider capacity was added by community/population type (e.g. Black/African American, Asian, etc)? Using a data table is fine here, ideally showing the capacity before/after SHS was launched.
- Please show the amount of contract funds invested in culturally specific providers before SHS and now. We want to see here is an increase in investments to culturally specific providers, broken down by which culture(s) that organization serves, if possible. Again, this could all be part of the same data table up above.
- If you do not have the above data, how are you tracking the needs for each population and whether there are enough culturally specific services to meet those needs? How are you tracking your investments in culturally specific providers?

***Clackamas County prepared the below chart in response to the 4 above questions.***

| Provider   | Population Served             | Contract Capacity                   | FY 23 Contract Value |
|--|-------------------------------|-------------------------------------|----------------------|
| <b>Pre-SHS Implementation Launch (Before July 1, 2021)</b>   |                               |                                     |                      |
| Immigrant and Refugee Community Organization                 | BIPOC and Immigrants/Refugees | Shelter – 6 units                   | \$169,379            |
| <b>Post-SHS Implementation Launch (July 1, 2021-current)</b> |                               |                                     |                      |
| El Programa Hispano Católico                                 | Latinx                        | Supportive Housing Case Mgmt: 75 HH | \$937,310.23         |



|  |                               |  |                |
|--|-------------------------------|--|----------------|
|  |                               | Navigation: 90 HH  |                |
| Greater New Hope Family Services             | BIPOC                         | Supportive Housing Case Mgmt: 45 HH<br>Navigation: 60 HH                       | \$458,396.35   |
| Immigrant and Refugee Community Organization | BIPOC and Immigrants/Refugees | Outreach: 300 HH<br>Supportive Housing Case Mgmt: 112 HH                       | \$727,140      |
| Native American Rehabilitation Association   | Native American               | Supportive Housing Case Mgmt: 36 HH  | \$237,003      |
| Up and Over                                  | BIPOC                         | Outreach: 300 HH<br>Supportive Housing Case Mgmt: 47 HH                        | \$322,603      |
| <b>Post-SHS Totals:</b>                      |                               | Navigation: 150 HH<br>Outreach: 600 HH<br>Supportive Housing Case Mgmt: 279 HH | \$2,682,452.58 |

- Of all new providers (culturally specific and not culturally specific) you've contracted with using SHS funds since SHS started, how much of that expansion has been with culturally specific organizations? *E.g. Our system grew by 20 providers and 5 of them were culturally specific providers.*

**Response: Thanks to SHS funding Clackamas County has added 8 new providers, 4 of which are culturally specific.**

- Please speak generally about the technical assistance and capacity building resources you provide to service providers (TA, training, grants). How are you ensuring that culturally specific providers access these resources? Are culturally specific providers prioritized for these resources?

**Response: Clackamas County prioritizes grassroots and culturally specific providers for capacity building investments. We work with these providers to offer capacity building funds and currently provide direct capacity building investments to the two smaller culturally specific providers we work with.**

**Professional technical assistance is currently being procured with several organizations and will be made available with an emphasis on culturally specific and grassroots providers. Staff will work closely with them to identify key areas of improvement and match them with the most qualified TA provider in that business area.**

Over the last two years county staff have also worked closely with providers to provide technical assistance in several areas such as invoicing, HMIS data collection/entry, trauma informed care, and more.

**Topic: ADVANCING RACIAL EQUITY**

**Questions and responses:**

- Please provide data on the % of BIPOC communities you are serving with SHS overall (or are placing into programs, since that's the data used in reporting).

**Response:** Below is the % of BIPOC communities Clackamas County is serving with SHS overall as of 12/31/22. Updated data will be available in the third quarter report submitted in May.

- Asian or Asian American: 0.4%
- Black, African American or African: 5.9%
- Hispanic or Latina(a)(o)(x): 8%
- American Indian, Alaska Native or Indigenous: 7.6%

- How are you doing on meeting the goals you set in the SHS work plan? What's the progress to date?

**Response:** Clackamas County has already met its first racial equity work plan goal of increasing the number of contracted culturally specific service providers from two to five. A sixth provider who will operate a culturally specific shelter for Native American families with children may be added in early FY 23-24. This provider was initially supposed to begin a contract with the county this fiscal year, but due to staff turnover within their organization they needed to delay launching a new program.

The second goal in this category has been partially met to date, all program coordinators have been hired and are supporting our service providers and are creating policies and procedures to build and support an anti-racist, gender-affirming system.

The third goal is being actively worked on as the County has partnered with the Coalition of Communities of Color and Unite Oregon to conduct a series of engagements with communities of color to further the implementation of the Coalition's recommendations for advancing equity within the County's coordinated entry system. The first series of these engagements have already been completed, with additional engagement and follow-up analysis slated to continue into next fiscal year.

- What races/ethnicities are you serving/placing right now? How is that matched to the need?

**Response:** As of 12/31/22 SHS programming has served members of each race & ethnicity group (as distinguished in the quarterly reporting template) except for Native Hawaiian or Pacific Islander. The county is doing ongoing equity analysis of our system and investing in expanding culturally specific services as needed.

- What data are you using/did you use to understand whether disparities are increasing/decreasing in your service system by race/ethnicity? PIT, e.g. Census, e.g.

**Response: The Housing Services team uses Coordinated Entry data, including analysis by our consultants, the Coalition of Communities of Color and Unite Oregon.**

- How do your local advisory bodies break down by race/ethnicity? Are at least 50% of advisory boards BIPOC? What are the demographics of people informing decisions?

**Response: The county's Housing Services Steering Committee's current composition is 16.6% Black, African American or African and 83.4% non-Hispanic White. This committee currently has vacancies to be filled and is undergoing a restructuring to ensure that it will over-represent Black, Indigenous, and People of Color in its future membership.**

**The county's Youth Advisory Board is 14.3% Hispanic Latina(a)(o)(x); 28.5% Black, African American or African; and 57.1% Non-Hispanic White.**

- How are you ensuring that BIPOC are informing the services being delivered in the community?

**Response: Clackamas County is actively working to restructure our advisory bodies to promote diverse representation. The county also has multiple contracts with consultants who are working with us to ensure our programs are reducing disparities and incorporating community input from BIPOC.**

- What's being built into your infrastructure to help systematize advancing racial equity?

**Response: The county will hire an equity lead position on the Housing Services team; staff are conducting an ongoing racial equity analysis of data; the county is partnering with various consultants to promote community input and advise staff on how to reduce disparities; and staff are working on identifying where race/ethnicity is a vulnerability factor and can be used in prioritization during case conferencing.**

## **Topic: Finances and Spending**

### **Questions and responses:**

- Why was the first half of the year low in spending? If this was according to your spending plan, is it usual for you to have lower spending in the first half of the year? If so, why?

**Response: Clackamas County was still launching the majority of its services in the first half of this fiscal year. These services are now online, but many are still experiencing struggles hiring and retaining staff. We anticipated lower than usual spending in the first half of this fiscal year as many contracts were not yet executed or programs were still actively staffing up.**

- What are your strategies to spend at a higher rate in the second half of the year? Will you "catch up" the rest of the year or do you need to amend your spending plan?

**Response: The county has fully committed its SHS budget and we anticipate spending to increase as these contracted service providers fully staff up their programs and implement their contracted**

services at full operational capacity. Additionally, the county has sought out other opportunities to increase services and spending, such as leveraging internal rental assistance programs to use SHS funding for preventing evictions and promoting housing stability for those on the verge of homelessness.

- In the first year, Q4 had the highest rate of spend. Do you anticipate this will be true in future years, too? Why or why not?

**Response:** Yes, the majority of our providers do not submit invoices immediately following the end of each month, which means there is a lag in reporting expenditures. However, we are working with these providers to expedite their invoice submission process to ensure timely submission.

- What are the current **barriers you are facing to spending**? Are you having trouble getting contracts out?

**Response:** While internal capacity did create a bottleneck early in the fiscal year, the team has since grown and the county's entire SHS budget is now committed to contracted, or soon to be contracted, services.

- Are you lacking capacity processing invoices? Are your providers lacking capacity?

**Response:** The Housing Services team has lacked invoice processing capacity, but that is steadily improving as the team grows. Capacity will continue to grow in the fourth quarter and into early next fiscal year. Some providers do lack capacity to process invoices, primarily due to staff turnover and difficulty hiring being experienced by most providers throughout the Metro region.

- Do your providers have the invoicing training/know-how that they need to produce accurate and timely invoices?

**Response:** The majority of our providers do. There are a few providers, primarily grassroots, that struggle with this. We have provided technical assistance directly by county staff and will be prioritizing professional technical assistance to these smaller organizations that struggle with their invoicing.