

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

**Meeting:** Supportive Housing Services Tri-County Planning Body Meeting  
**Date:** December 13, 2023  
**Time:** 4:00pm-6:00pm  
**Place:** Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar  
**Purpose:** The Tri-County Planning Body (TCPB) will define regionalization, prioritize landlord recruitment strategies for county staff to develop proposals, and come to a consensus on a timeline for county proposal development.

4:00pm **Welcome and Introductions**

4:10pm **Public Comment**

4:15pm **Defining Regionalization and Expected Outcomes**

4:50pm **TCPB Recommendation: Landlord Recruitment and Retention**

5:45pm **Closing and Next steps**

1. Next meeting: January 10<sup>th</sup>, 4-6pm

6:00pm **Adjourn**

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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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## Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting  
Date: Wednesday, November 8th, 2023  
Time: 3:30 PM – 6:00 PM  
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar  
Purpose: The Tri-County Planning Body (TCPB) will receive and discuss their first briefing on goal recommendations for the landlord recruitment and retention goal and learn more about the Regional Investment Fund (RIF).

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### Member attendees

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

### Absent attendees

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

### Elected delegates

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

### Absent elected delegates

Multnomah County Commissioner Jessica Vega Pederson (she/her)

### County staff representatives

Clackamas County – Adam Brown (he/him), Vahid Brown (he/him), Multnomah County – Kanoe Egleston (she/her), Breanna Flores (she/they), Washington County – Jessi Adams (she/her), Jes Larson (she/her)

### Metro

Abby Ahern (she/her), Giovanni Bautista (he/him), Melia Deters (she/her), Liam Frost (he/him), Patricia Rojas (she/her)

### Kearns & West Facilitators

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

*Note: The meeting was recorded via Zoom; therefore, details will be mainly focused on the discussions, with less detail regarding the presentations. Presentation slides are included in the archived meeting packet.*

### Welcome and Introductions

Ben Duncan, Kearns & West, welcomed the Tri-County Planning Body (TCPB) to the meeting, facilitated introductions between TCPB members, and reviewed the agenda. He noted that the agenda was reordered to have the Regional Investment Fund (RIF) presentation before the Landlord Recruitment and Retention Progress Report.

The TCPB approved the October Meeting Summary.

## Tri-County Planning Body Meeting Summary

### Public Comment

No public comment was received.

### Staff Updates

Yesenia Delgado, Metro, introduced herself as the newest Supportive Housing Services (SHS) Manager at Metro.

Abby Ahern, Metro, shared updates on the six regional goals. She stated that Homebase has conducted interviews with key Coordinated Entry Regional Alignment Workgroup members and jurisdictional partners, that the Medicaid Waiver Tri-county Partnership group is continuing the development of recommendations for operationalizing waiver benefits, that Metro is hiring a team to build out the Training and Technical Assistance Programs, and that Homebase is conducting a scan of local and national service provider compensation practices for employee recruitment and retention.

Liam Frost, Metro, thanked members for participating in an extended meeting time and thanked Susheela Jayapal for her housing work as Multnomah County Commissioner. He noted that Multnomah County Chair Jessica Vega Pederson will be joining the TCPB and the SHS Oversight Committee. He highlighted that Clackamas County and partners opened the Good Shepherd Village on Monday which was funded by the Affordable Housing Bond update and contains 143 units, some of which offer supportive housing services.

Jes Larson, Washington County, shared that they are opening more affordable housing bond units in Tigard. She introduced Nicole Stinch as part of the team and shared that Washington County has openings for the Homeless Solutions Advisory Council.

Vahid Brown, Clackamas County, shared that a new staff member will be joining Clackamas County who will lead the health and housing systems integrated team.

Adam Brown, Clackamas County, shared that a \$10 million grant was awarded to the Homeless Solution Coalition to build a resource center in Oregon City.

Patricia Rojas, Metro, thanked all three counties for developing their annual reports, which are now available on the website.

Breanna Flores, Multnomah County, shared that Multnomah County presented their annual report with the SHS Oversight Committee on Monday, and reflected that it has been a year of challenges and successes. She highlighted that Multnomah County has a 99% retention rate for permanent supportive housing (PSH) and an 85% retention rate for rapid rehousing.

Washington County Chair Kathryn Harrington stated that she read all three counties' Executive Summaries which all had incredible results. She thanked providers, staff, and partners for making this work happen.

### Regional Investment Fund: Part II

Liam Frost, Metro, reviewed the TCPB process and shared that the TCPB begins influencing RIF spending when the TCPB reviews the draft implementation plan developed by the counties for approval. He shared that the counties contribute at least 5% of their SHS allocation of program funds towards the RIF.

## Tri-County Planning Body Meeting Summary

Washington County Chair Kathryn Harrington asked if the counties and Metro create the draft implementation plan together.

*Liam Frost, Metro, replied they can.*

Jes Larson, Washington County, provided background on the creation of the RIF and shared that counties have most of the RIF funding set aside. She shared that a very small percentage of RIF funds has been used to date for moving regional work forward including Regional Long-term Rent Assistance (RLRA), the point-in-time count, and landlord liaison coordination. She stated that the purpose of the RIF is to support the construction of new systems and is not intended to fund program work.

Liam Frost, Metro, added that in these first two years counties have focused on building out regional programs and supporting service providers.

Steve Rudman reflected that some of those examples are related to the next agenda item and that it's important to ensure the TCPB gets the biggest bang for its buck. He shared that it's great to hear that those examples are in process and noted that more can be done.

Mercedes Elizalde asked if RLRA vouchers go across county lines, for example, if a voucher user lived in Washington County could they move to Multnomah County.

*Jes Larson, Washington County, replied not yet. It's easier to design flexibility for RLRA to transfer between housing authorities, but moving the services paired with RLRA is difficult. She shared that policy guidance has been drafted on this, but it is a tension point.*

*Mercedes Elizalde reflected that RLRA is three separate county programs and isn't regionalized yet.*

Co-chair Eboni Brown stated that it's great the three counties worked together to make these things possible and noted that when they don't work together it can cause a divide in services between counties. She reflected on her experience in Washington County and shared that with continued RLRA coordination she hopes that it will be simpler to transfer services over county lines. She shared that when she talked to organizations in other counties, some had no idea that the regional Risk Mitigation Fund was a tool. She shared that cross-county communications help build regional relationships.

*Abby Ahern, Metro, shared that there is a Cross-County RLRA Transfer meeting on November 16, and each county has an internal deadline to develop a process to ensure services can be transferred across counties.*

Co-chair Matt Chapman reflected that for the TCPB's work to be most effective some things will need to be done regionally and other things will need to be coordinated. He shared that HMIS is an example of work that makes sense for centralization.

Washington County Chair Kathryn Harrington shared that she doesn't mind identifying things to keep working on regionally, but highlighted the keyword is "yet."

Metro Councilor Christine Lewis shared that the intent of the RIF is innovation and supporting future needs and suggested not focusing on the weeds.

Liam Frost, Metro, presented the RIF's funding and the counties' expenditures, resulting in \$26.5 million in the RIF for Fiscal Years 21, 22, and 23.

Adam Brown, Clackamas County, shared that the current RIF investment areas for the counties are health-housing integration, capacity building, administrative consolidation, and regional risk mitigation.

## Tri-County Planning Body Meeting Summary

### Progress Report: Landlord Recruitment and Retention

Mark Jolin, Focus Strategies, introduced himself and provided an overview of Focus Strategies' findings on unit acquisition. He shared that Focus Strategies reviewed national best practices, conducted interviews with key partners, and analyzed local context as part of their process. He shared that through this process, Focus Strategies identified seven topics for further exploration, which are covered in more detail in their memo.

Mercedes Elizalde reflected that it seems beneficial to add a fourth party to coordinate units and asked if they have seen an example of a mission-based nonprofit or B-corporation act as a property management company.

*Marc Jolin, Focus Strategies replied that it's a spectrum and there are examples where units are owned by an organization that partners with other organizations to provide wrap-around services. He stated that the national best practices call for a neutral third-party mediator, but there are differences in opinion.*

Co-chair Eboni Brown shared that last year she went through property management training and heard from the counties they weren't currently interested in that. She reflected on her experience of for-profit companies making it difficult to get and keep people housed, especially for Permanent Supportive Housing (PSH) units.

Cristina Palacios stated she has heard there are not enough management companies and barriers to recruiting will need to be addressed.

Steve Rudman stated it's important for the RIF to be flexible and add value and that he agrees with a statement from the Focus Strategies memo that says efforts should be consolidated and the current fragmented approach is causing inequities. He shared his support for developing a comprehensive outreach and communication plan and noted each area of future exploration from the memo is tremendous. He stated that voters want to see homeless people housed and landlords want good tenants and suggested putting regional systems in place to make that happen. He suggested Metro or nonprofit partners could lead the systems work and emphasized the importance of building trust and a regional mindset.

Washington County Chair Kathryn Harrington thanked Steve for his comments. She shared that the presentation helped bring the memo to life and stated there is a multi-step approach. She said step one was to receive information and begin to think regionally and shared that everyone wants to achieve these goals. She shared that she looks forward to step two where county staff have a chance to get together and share an approach. She shared that county staff have built trust and momentum in working together.

Clackamas County Chair Tootie Smith shared that trust is an issue and forcing consolidation before counties are ready will not go over well. She stated that Clackamas County likes to be independent and Clackamas County voters voted no on this tax which should be considered. She stated that it would be best to pick what to consolidate and what to leave at coordination.

Mercedes Elizalde asked if there were capacity limitations for the consolidation components in the memo for efficiencies and if they noticed any differences when interviewing individual landlords versus large property management companies.

*Marc Jolin, Focus Strategies, replied not at that level of specificity and heard more of acute challenges in building consolidation. He stated that they did not talk to smaller landlords and heard from stakeholders in interviews about their experiences with recruiting smaller landlords. He shared that from the interviews, they heard smaller landlords are more flexible*



## Tri-County Planning Body Meeting Summary

*on screening criteria but are more hesitant to participate in larger bureaucratic partnerships. He shared there are equity considerations for consolidation and ways to advance relationships.*

Clackamas County Chair Tootie Smith put in the Zoom chat that the landlords she has spoken with like vouchers and asked for that to be considered.

Michael Liu shared that trust is integral and his belief that there needs to be a central system in place. He shared that to be efficient, the central system needs to include both landlords and service providers, so they can build trust and cultivate relationships. He stated that if there wasn't a centralized system, smaller organizations could be harmed. He stated that dollars should be invested to make accessing other funding easier, used RLRA and Section 8 housing vouchers as an example, and encouraged making all dollars easy to access and have a standardized level.

Marc Jolin, Focus Strategies, shared that the importance of relationships was highlighted to emphasize that whatever consolidation happens should be done right and protect the relationships that have been built.

Metro Councilor Christine Lewis stated that going beyond SHS vouchers moves the TCPB past consolidation or coordination and into alignment with other funds and different systems of care. She asked what the best practices were about utilizing other types of units beyond multifamily housing.

*Marc Jolin, Focus Strategies, replied there are examples of organizations that partner with single-family homeowners, but there are not a lot of identified best practices, which is an opportunity for innovation. He added that he heard in the interviews the importance of other housing types, and this is an area where work can be done.*

Co-chair Matt Chapman reflected that he does not think there is a great disparity between what Clackamas County Chair Tootie Smith and Steve Rudman said in terms of regionalization and coordination. He shared that when the TCPB talks about centralization, it doesn't mean everyone has to do everything the same way. He shared that he believes a system can be created so that those who need services receive them and there is flexibility based on factors like geography, race, and ethnicity. He asked if there are examples of systems that provide the necessary centralization with flexible implementation.

*Marc Jolin, Focus Strategies, replied that service provider and county staff experience can help build that flexibility in whatever the TCPB decides to do. He stated that this is an area that the region can lead on.*

Internet was lost in the Metro Council Chambers for about 5 minutes.

Washington County Chair Kathryn Harrington asked what the next steps are. She shared that she thinks that the TCPB will come back to this topic in a future meeting and will have the opportunity to hear county staff present information on this topic, and then the TCPB will have a dialogue on what to move forward.

Ben Duncan, Kearns & West, agreed that this is correct for the next steps and that a discussion on defining regionalization would also be a future discussion. He asked if county staff would want to offer any reflections and asked TCPB members as they review the memo to consider if anything is missing or if something should be removed.

Jes Larson, Washington County, stated they have not had time to digest the memo and prepare reflections. She shared that at a high level, many aspects resonate and there are a lot of local nuances.

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Breanna Flores, Multnomah County, shared that nothing is surprising in the memo and she looks forward to meeting with county staff to discuss further.

Mercedes Elizalde stated that she would like to know out of the already qualified pool of SHS providers, how many are implementing master leasing, who is doing general landlord education, and how many subsidies are under SHS. She suggested adding to the list to see what a mission-based property management company looks like.

Co-chair Eboni Brown suggested adding dollars into a fund made available for landlords to incentivize retaining tenants and SHS units, for example, if landlords commit to having 5% of their units to SHS they would receive access to the fund.

Steve Rudman shared that there are programs besides RLRA that help folks get housing. He agreed with Mercedes in looking at all programs and encouraging landlords to do business. He emphasized that a comprehensive communications and engagement plan is important as many landlords are unaware of these tools.

Nicole Larson suggested labeling the identified barriers more specifically as that could identify more potential partners in systems of care, such as addiction centers and behavioral health services.

Ben Duncan, Kearns & West, asked if anything should come off of the areas of future exploration list.

*No TCPB member suggested removing anything from the list.*

### Closing and Next Steps

Co-chair Eboni Brown asked if the TCPB can receive a clear timeline by the December meeting of how long the process will take.

Co-chair Matt Chapman shared that many of these items are interconnected which may impact timeframes, and flexibility should be considered. He suggested investigating what the structure and methodologies of support for this work should be. He emphasized that the structure created should be focused on the bottom line of helping people. He encouraged Metro and the counties to begin conversations on what the structure should be.

Washington County Chair Kathryn Harrington stated that she is going to reread the memo and come prepared for the possibility of continuing this discussion at the next meeting. She reflected that there are six goals to work on and expressed the need for a TCPB Work Plan for 2024. She stated that she is unclear on when they will deliver the Regional Plan to the SHS Oversight Committee for review.

*Liam Frost, Metro, replied that there will be time on the agenda in December to go over the process timeline, but clarified that there are no specific dates. He shared that materials would be sent out in advance of the meeting and hoped that the county staff would be able to share their thoughts in the December meeting.*

*Co-chair Eboni Brown emphasized that she would like a timeline for when counties will review the materials and an overall timeline of how the goal will be actualized.*

Ben Duncan, Kearns & West, reflected that the next steps are:

- Next meeting: December 13<sup>th</sup>, 4-6pm
  - TCPB to go over the regional plan process timeline.



## Tri-County Planning Body Meeting Summary

- County and Metro staff to meet and share ideas on the Focus Strategies memo and a timeline for completing a proposal.
- TCPB to have a future discussion on defining regionalization.

Washington County Chair Kathryn Harrington shared that Governor Kotek's Executive Order around homelessness included a dashboard which is now live at [orhomelessnessresponse.org](https://orhomelessnessresponse.org) that has current data and is updated on the 15<sup>th</sup> of each month.

### Adjourn

Adjourned at 6:00 p.m.

# METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

## Monthly progress report | December 2023

*The goal of this report is to keep the TCPB, the Supportive Housing Services Regional Oversight Committee, Metro Council and other stakeholders informed about ongoing regional coordination progress. A more detailed report will be provided as part of the SHS Regional Annual Report, following submission of annual progress reports by Clackamas, Multnomah, and Washington Counties.*

### TRI-COUNTY PLANNING BODY REGIONAL GOALS\*

Goal	Progress
Unit/landlord recruitment and retention	At the December meeting, the TCPB will prioritize landlord recruitment strategies for county staff to develop proposals.
Coordinated Entry	The first monthly Coordinated Entry Regional Alignment Workgroup meeting occurred on November 13 <sup>th</sup> . Homebase has conducted interviews with key Coordinated Entry Regional Alignment Workgroup members and jurisdictional partners to identify goals related to Coordinated Entry System collaboration and integration. Home Base is completing a national scan to inform this work.
Healthcare system alignment	A new leadership, meeting, and workgroup structure has been adopted. It includes a data sharing/integration workgroup, systems integration project teams, and twice monthly regional leadership meetings. The Medicaid Waiver work continues at the regional leadership meetings. The data sharing/integration workgroup members have been identified and will begin meeting soon. Homebase is meeting with staff from the counties to learn about their priority healthcare/housing projects and identify opportunities for pilot projects that support the work of the system integration project teams.
Training + Technical Assistance	Metro is on track to hire a manager and program assistant for the Regional Capacity team before the year's end, growing the team from one to three staff. Metro is also leading a cooperative procurement process with the Counties to increase the pool of qualified providers of technical assistance available. That procurement, referenced

as a request for qualifications, anticipates being open for applications in early February 2024.

#### Living Wage

Homebase is conducting a scan of local and national service provider compensation practices, including interviews with local service providers, county staff, and staff from continuum of care programs across the country. The first of three planned Stakeholder Workgroup meetings, comprised of local housing service providers, occurred on November 9<sup>th</sup>. The goal will be to have a draft framework to deliver to TCPB early next year.

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

## EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

### People housed through the RLRA program as of September 30, 2023



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

**Risk Mitigation Program:** All RLRA landlords are provided access to a regional risk mitigation program that covers costs incurred by participating landlords related to unit repair, legal action, and limited uncollected rents that are the responsibility of the tenant and in excess of any deposit as part of the RLRA Regional Landlord Guarantee.

The following information is derived from the counties' [FY2022-2023 annual reports](#)

**Landlord Liaison and Risk Mitigation Program:** In January 2023, Metro and tri-county program staff began meeting monthly to coordinate Landlord Liaison and Risk Mitigation Program education activities. Together, staff shared existing engagement tools and identified innovative methodologies for expanding unit availability across the region. Training for existing landlords is coordinated regionally and staff continues to coordinate to identify strategies for expanding unit availability.

**Regional Point-in-Time Count:** In January 2023, the counties conducted the first-ever fully combined regional Point-in-Time Count. This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.

An initial summary of the 2023 Point-in-Time Count data can be found in this May 2023 press release from Multnomah County: <https://www.multco.us/multnomah-county/news/news-release-chronic-homelessness-number-falls-across-tri-county-region-2023>.

**Regional Request for Program Qualifications:** This program year also included a Regional Request for Programmatic Qualifications to procure new and diverse organizations as partners for service provision. Tri-county partners worked to ensure broad engagement and technical assistance to support the full participation of new and emerging organizations, especially culturally

specific service providers. 60 applications were qualified to create a broad network of 167 tri-county pre-qualified service providers with diverse expertise and geographic representation.

**Homeless Management Information System (HMIS) Regional Implementation:** Starting in 2023, an updated Privacy Notice & Policy created a more trauma-informed and person-centered approach to obtaining participant consent for data sharing while maintaining a high level of data privacy. Next steps included moving toward regional visibility and more comprehensive integration of each of the counties' HMIS systems.

# TRI-COUNTY PLANNING BODY GOAL AND RECOMMENDATION LANGUAGE

May 10th, 2023

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## COORDINATED ENTRY

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

## REGIONAL LANDLORD RECRUITMENT

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

## HEALTHCARE SYSTEM ALIGNMENT

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

## TRAINING

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



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

## **TECHNICAL ASSISTANCE**

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

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

## **EMPLOYEE RECRUITMENT AND RETENTION**

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

**Recommendations:** Map current wage and benefit conditions.

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

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

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

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

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