

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: December 4, 2023
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom link)
Purpose: Discuss committee reflection and questions on county FY23 annual reports; Multnomah County Corrective Action Plan (CAP) update through September; Metro tax collection and disbursement update; and presentation on Metro five-year forecast.

9:30 a.m. Welcome and introductions
9:45 a.m. Conflict of Interest declaration
9:50 a.m. Public comment
10:00 a.m. Discussion: FY23 annual report reflection and questions
11:00 a.m. Break
11:05 a.m. Discussion: Multnomah County corrective action plan (CAP) update
11:20 a.m. Metro tax collections and disbursement update
11:25 a.m. Presentation: Metro five-year forecast
11:55 a.m. Next steps
12:00 p.m. Adjourn

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Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: October 23, 2023
Time: 9:30 a.m. to 11:00 a.m.
Place: Virtual meeting (Zoom)
Purpose: Metro tax collection and disbursement update; Multnomah County Corrective Action Plan (CAP) update through September; and discussion on FY23-23 unanticipated collections.

Member attendees

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

Elected delegates

Multnomah County Commissioner Susheela Jayapal (she/her), Metro Councilor Christine Lewis (she/her)

Absent elected delegates

Clackamas County Chair Tootie Smith (she/her), City of Portland Mayor Ted Wheeler (he/him), Washington County Chair Kathryn Harrington (she/her)

Metro

Breanna Hudson (she/her), Patricia Rojas (she/her), Finn Budd (they/them), Israel Bayer (he/him)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Ben Duncan, Kearns & West, introduced himself as a neutral third-party facilitator and facilitated introductions between Supportive Housing Services (SHS) Oversight Committee members.

Co-chairs Susan Emmons and Dr. Mandrill Taylor provided opening remarks and welcomed the SHS Oversight Committee to the meeting.

Seth Lyon shared that he accepted a new position and will no longer be a part of the Committee. He recommended his successor as his replacement.

Israel Bayer, Housing Communications Manager, Metro, introduced himself and shared his background in communications. He highlighted that he would be reaching out to set up one-on-ones with each member to inform Metro's strategic communications plan.

Becky Wilkinson, Seth, Co-chair Taylor, and Dan Fowler shared their enthusiasm to have Israel on Metro's team.

Patricia Rojas, Regional Housing Director, Metro, shared that Metro would share additional staffing updates at the next meeting and that Metro is working on answering questions from the last meeting's public comment.

Supportive Housing Services Oversight Committee Meeting Summary

Conflict of Interest Declaration

Dan Fowler, Carter MacNichol, Becky Wilkinson, and Jenny Lee, all shared potential or perceived conflicts of interest.

Public Comment

Shaun Ireland provided verbal public comment.

Metro Tax Collections and Disbursement Update

Rachael Lembo, Finance Manager, Metro, stated that a detailed report on Metro's tax collections for FY24 through September 2023 is in the packet and that collections were higher than last year. She noted that Metro is on track to meet the forecast for this year and is putting together its five-year forecast.

Multnomah County Corrective Action Plan (CAP) update

Patricia noted that this is the first report received on the CAP. She highlighted that the report looks back so there is a slight delay in numbers, but the information in the notes is current.

Rachael oriented members on how to read the monthly report, defined the three status levels, and detailed the table in the monthly report.

Carter asked if Metro or Multnomah County determines an item's status level.

Patricia replied that Metro does.

Dan Field, Director, Joint Office of Homeless Services, Multnomah County, shared that the tool was developed collaboratively and that determinations of status levels are done collectively to ensure alignment between Metro and Multnomah County. He noted that there are a lot of green items, the yellow items will unfold throughout the year, and that red items are behind.

Kanoe Egleston, Director of Programs, Joint Office of Homeless Services, Multnomah County, presented an overview of the CAP and noted that Multnomah County completed 6 out of 15 items. She highlighted successes including technical assistance investments. She shared that Multnomah County is focused on providers' organizational health and capacity building. She added that Multnomah Now and Move in Multnomah are the two red items.

Co-chair Emmons asked how Multnomah County is imagining capacity building grants will be given, what size they will be, and if they are reimbursements.

Dan Field replied that they are working to define the program, but the goal is to get the funds out quickly and implement grants, not reimbursements. He noted that they do not want to be overly prescriptive since each organization will know how to use the grant best. He added that Multnomah Now has a provider workforce issue and suggested giving an update once the work group meets.

Ben asked to clarify the lag time of when the Committee will be seeing CAP progress.

Rachael clarified that the lag time is in the dollar amounts. She noted that the status report includes information as of September, and the Committee will receive the latest information in the discussion.

Seth stated that it was challenging to see the significant underspending that directly impacts housing. He asked what the barriers were to getting money operationalized, and suggested Multnomah County share more about those barriers since the Committee has observed this pattern

Supportive Housing Services Oversight Committee Meeting Summary

before. He asked to hear more about the high-impact camping outreach and engagement. He reflected that there seems to be a significant gap in outreach at camps.

Dan Field replied that they've been hearing that each person is requiring more resources. He shared that Multnomah County is currently holding listening sessions with providers to understand challenges. He noted that rising acuity and workforce challenges are making it difficult to get individuals housed and to do outreach. He added that an outreach strategy will be included as part of the Safe County Shelter Strategy and welcomed the Committee's input.

Kanoe noted that outreach shows up in multiple ways and that line item 14 is an expanded navigation team, which is an outreach team focused on high-impact camping areas. She noted that the report doesn't always capture where funds are allocated and expenditures and stated that Multnomah County is getting money to providers. She highlighted that Move in Multnomah has funds allocated and up to 95 households have been retained in housing to prevent eviction.

Ben reflected that outreach has been a common theme in Committee meetings.

Mike stated that while the tool is helpful, it's important to have insight into what is occurring week in and week out. He shared that Multnomah County has work aligned with the CAP and work that's underway that is not the CAP. He noted that the CAP work intersects with Governor Kotek's Order and that all work is moving towards the same goal. He emphasized that spending is important, but it's also critical to think of the larger picture of long-term strategies.

Patricia added that SHS is one part of the bigger picture and that it's important to tell the story of comprehensive funds since SHS funds are not in a vacuum. She stated that it's important to create alignment and efficiencies with funds and that coordination is required for the housing crisis.

Dan Field reiterated that there is not a lack of funds problem, but that there are issues with spending at the provider level. He stated that the challenge is finding a sweet spot for providers to find ways to get funds to the community.

Carter reflected that the challenges Dan Field mentioned are real and are a communications challenge. He noted that the problem is different today than when the SHS measure was voted on and that Israel will need to make that communication connection. He stressed the importance of informing the voters on the issues since the election is close.

Multnomah County Commissioner Susheela Jayapal stated that the issue of acuity will be a money problem and that providing effective services will be more expensive for acuity. She added that the two systemic issues, wages for workers and services, will have financial impacts.

Mike agreed that acuity drives costs and reflected that when he worked on an Assertive Community Treatment team, the client to staff ratio was 1:10.

Co-chair Emmons reflected that she is now seeing a sense of urgency from Multnomah County. She stated that grants are great and that the Committee is striking the balance between being supportive and asking hard questions. She reiterated that Multnomah County should do everything it can to get funds out the door deliberately and mindfully. She thanked Multnomah County for its transparency.

Ben noted the CAP will be an ongoing conversation.

Discussion: FY23-23 unanticipated collections update

Supportive Housing Services Oversight Committee Meeting Summary

Patricia stated that each year counties forecast collections to create budgets, and this year, more funds were collected than forecasted for Clackamas and Multnomah Counties.

Adam Brown, Deputy Director, Health Housing and Human Services, Clackamas County, provided background information on how Clackamas County does its budget planning. He shared that when Clackamas County began its budget planning a year ago, they knew they would have carryover funds of budgeted revenue and anticipated that balance. He detailed Clackamas County's plan for the carryover funds including financial stability, expanding capacity, upstream investments, and rent assistance. He added that additional carryover funds occurred, and the plan for those funds is dedicated to capital needs.

Felicita Montebalanco asked if capital needs are guided by providers, the Board, or the SHS County Committee.

Adam replied that they all provide guidance.

Dan Field wished he had more time to present on the additional funds and Multnomah County's process for determining allocations.

Kanoe stated the unanticipated revenue went towards expanding shelter access, shelter-to-housing flow, behavioral health services, stabilization, housing services, and daytime support services.

Carter asked what the timeline is to get the funds out to providers.

Kanoe replied that the process has started and that they are expanding current contracts and other sources will go out for the allocation process.

Co-chair Emmons thanked Multnomah County for their presentation and apologized for the short time.

Next Steps

Co-chairs Emmons and Taylor provided closing remarks.

Ben shared that unanticipated collections can be revisited if there are any remaining questions, and that Metro will send out an email on the next steps.

The next steps include:

- County staff to share slide decks.
- Metro to email an update on next steps, including how to submit any questions regarding Multnomah County's unanticipated collections and if members would like to revisit the presentation.

Adjourn

Adjourned at 11:00 am.

Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: November 6, 2023
Time: 9:30 a.m. to 1:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Annual report presentations from Clackamas, Multnomah, and Washington counties.

Member attendees

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

Elected delegates

Washington County Chair Kathryn Harrington (she/her)

Absent elected delegates

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

Metro

Israel Bayer (he/him), Finn Budd (they/them), Yesenia Delgado (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Patricia Rojas (she/her)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Ben Duncan, Kearns & West, introduced himself as a neutral third-party facilitator and facilitated introductions between Supportive Housing Services (SHS) Oversight Committee Members.

Co-chairs Susan Emmons and Dr. Mandrill Taylor provided opening remarks and welcomed the SHS Oversight Committee to the meeting.

Patricia Rojas, Regional Housing Director, Metro, shared that Metro is bringing on several staff to support Supportive Housing Services work and welcomed Yesenia Delgado to the Metro team.

Yesenia Delgado introduced herself as the Supportive Housing Services Manager at Metro and detailed her work background.

Becky Wilkinson and Dan Fowler welcomed Yesenia to the team.

Carter MacNichol asked how Committee recruitment is going and when new members are expected to join.

Patricia responded that they are moving forward with Metro Council recommendations and will have updates at the next SHS Oversight Committee meeting.

The Committee approved the September meeting minutes.

Supportive Housing Services Oversight Committee Meeting Summary

Conflict of Interest Declaration

Dan, Carter, Becky, and Jenny Lee, all shared potential or perceived conflicts of interest.

Public Comment

Tom Cusack provided written and verbal public comment.

Presentation: Metro Framing for Annual Representations

Patricia shared that each county is required to submit Annual Reports and noted that the Committee receives additional reports, including quarterly reports. She stated that Annual Reports look back on the last fiscal year and that when the Committee creates its Annual Regional Report, it will focus on the last fiscal year detailing highlights and challenges.

Seth stated he did not receive Washington County's Annual Report and asked if the time frames for all three Annual Reports were the same.

Nicole Stingh, Washington County, shared a link to Washington County's Annual Report.

Patricia replied that the time frames are all the same for the last fiscal year.

Carter stated that last year Metro shared a matrix and other tools to help the Committee review the Annual report and asked if those tools would be shared again.

Patricia replied that Metro had amended the process since they heard feedback from the Committee to receive the Annual Reports as soon as they were available. She confirmed that Metro will disperse support tools and there will be time for the Committee to digest the Annual Reports.

Presentation and Discussion: Washington County Annual Report

Jes Larson, Assistant Director, Housing Services, Washington County, introduced herself and shared that there was a theme of hope in Washington County in the past year. She shared Russell's story of finding shelter and detailed Washington County's Year 2 highlights including placing 1,385 individuals into housing, preventing 1,137 evictions, expanding Permanent Supportive Housing (PSH) apartments, and providing year-round shelter.

Jessi Adams, Capacity Programs Supervisor, Housing Services, Washington County, introduced herself and presented Washington County's housing goals and outcomes on a housing case management system, rapid rehousing, and eviction prevention. She shared that the rapid rehousing goal was not met due to a launching period. She highlighted that the eviction prevention and housing case management system goals were exceeded, and that system capacity from case managers to housing capacity has increased.

Nicole Stingh, Strategic Initiatives and Relations Manager, Housing Services, introduced herself and presented on Washington County's Equity Analysis and Financial Overview. She shared that Washington County is on track in working with most communities but could improve in serving Asian American families. She detailed Washington County's expenditure and budget for Year 3 and shared that Washington County is looking towards continuous improvement, scaling up programs, and expanding evaluation and monitoring to ensure efficiencies. She noted that recruitment is open for the Homeless Solutions Advisory Council.

Supportive Housing Services Oversight Committee Meeting Summary

Molly Rogers, Director, Housing Services, Washington County, introduced herself and thanked the committee for their work.

Co-chair Taylor asked if staff shortages or other reasons contributed to Washington County's rapid rehousing shortfall.

Jes replied that the reasoning is similar to Year 1's launch of the PSH program. She stated that Washington County sets ambitious goals, and the rapid rehousing program now has a foundation to build upon and that Washington County will set another ambitious rapid rehousing goal that they expect to meet in the next year.

Co-chair Emmons thanked Washington County for their work and asked if they are predicting the cost of regional long-term rent assistance (RLRA) for future years.

Jes replied that RLRA is surprisingly expensive and rent in Washington County is the highest in the state. She noted that RLRA was designed to have the flexibility to house more folks and that about half of the PSH placements in Washington County use RLRA. She confirmed that Washington County is doing early planning on what RLRA will look like in five years and that RLRA must be sustainable.

Washington County Chair Kathryn Harrington highlighted that Year 3 successes have been a three-county accomplishment and shared her enthusiasm for the results from all three counties.

Seth commended Washington County's transparency in their Annual Report and the way their inflow and outflow numbers were shown.

Jes added that Washington County was able to expend 97% of the budget, exceeding their goal of 75% due to capital investments in shelter and PSH. She shared that it's important to track and understand inflow and outflow data, since as Washington County brings more services, more individuals are reaching out. She noted that the three counties didn't include Population A & B reporting as the methodology was not developed. She stated that the counties need to do data quality work for the new metric and will put together a memo in early December.

Mike Savara shared that the State has put together a Long-Term Rent Assistance workgroup to inform program design and has pulled in expertise from the RLRA work currently underway in the region. He shared that the workgroup is committed to finding flexible opportunities for driving local decisions and aligning RLRA with their work.

Jes reflected that she is excited about collaboration with the State.

Carter stated that Washington County is building a great multi-pronged system and asked how things on the street are, if the populations are changing, and how work will be scaled up with the amount of new dollars.

Jes replied that the Mayor of Forest Grove commended the work done on an encampment of about 50 individuals. She shared that community-based providers did a by-name list approach in the encampment, and over several months, each individual had a place to go. She added that the housing crisis is great, but improvements are being seen.

Molly welcomed Committee members to tour different locations in Washington County to see different places and shelters.

Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Taylor asked how Washington County programs engage with communities to ensure equity and inclusion outside of tracking demographics. He emphasized the importance of understanding the experience of those interacting with programs and ensuring programs respond to feedback.

Jes responded that asking those questions is part of the work, and shared that for Year 3, all funding sources will feed into a united strategy plan, which will be guided by a lived experience advisory body.

Co-chair Emmons shared that the great retention statistics can also answer co-chair Taylor's question. She added that Metro is tasked with an evaluation in Year 3, and she is excited to see how that will roll out. She shared that it was moving to see alignment between SHS funds and the houses built through the Affordable Housing Bond.

Washington County Chair Harrington asked the Committee to share in December what information wasn't in the report that they would like to have seen.

Dan reflected that there is still an inflow and asked what the statistics and data are on why that is.

Jes reflected that rent in Washington County is the most expensive in the state, and that rent continuously climbs out of proportion to income. She highlighted that the current need for housing is great, and the end goal is to make homelessness a rare and brief experience.

Presentation and Discussion: Multnomah County Annual Report

Kanoe Egleston, Director of Programs, Joint Office of Homeless Service, Multnomah County, introduced herself and shared an overview of the Joint Office of Homeless Services. She covered the SHS Financial Overview and SHS outcomes, highlighting that for each SHS Goal, Multnomah County served a majority of Black, Indigenous, and People of Color (BIPOC). She highlighted that Multnomah County served 624 individuals in PSH, 694 individuals in rapid rehousing, and 5,380 individuals in Homeless Prevention. She shared John's housing story and detailed each goal's retention rate.

Breanna Flores, SHS Program Supervisor, Joint Office of Homeless Services, Multnomah County, introduced herself and presented an overview of Multnomah County's evaluation and quality improvement. She highlighted their priorities to increase provider capacity, including access to service provider support and technical assistance. She detailed the equity analysis outcomes, including increased rates in serving those who identify as BIPOC.

Dan Field, Director, Joint Office of Homeless Services, Multnomah County, emphasized that the goal is to get folks in housing and lift long-term successes up.

Felicita Monteblanco appreciated the portion of work that went to those living with a disability.

Co-chair Emmons shared that information relating to housing services gets shared on buses and when she was recently riding the bus, a fellow rider stated that he finally got into housing with an RLRA voucher. She stated that last year the Committee heard that the HMIS system can be challenging and asked if there was a way to streamline the data entry process beyond technical assistance.

Supportive Housing Services Oversight Committee Meeting Summary

Breanna responded that they have been convening a multidisciplinary team to think about the best approaches and are moving into the implementation phase. She shared that they are working to be proactive on data quality.

Kanoe added that the HMIS team is expanding internally for regional HMIS implementation. She noted that there is a lot of cross-system and county alignment.

Co-chair Taylor applauded the work underway and asked for more information on the coordinated access tool.

Kanoe replied that they are currently redesigning the coordinated access tool that identifies adults and families for housing opportunities. She noted the tool is in the pilot phase and that every system has a different coordinated entry process.

Mike commended Multnomah County's intentionality in deploying services designed to reduce racial disparity. He noted that coordinated access tools can drive disparities, but Multnomah County is getting results and overserving those who have been historically underserved. He asked what the next steps are.

Kanoe replied that the next step for the coordinated access redesign is to look at how to approach the final phase, understand user experience, and see if those working in organizations reflect the communities they serve.

Breanna added that they are serving folks at a higher rate than before, and the next question is how to broaden this to other areas of work. She reflected that they are leaning into community engagement and discussing recommendations.

Washington County Chair Harrington thanked Multnomah County for sharing their learnings and results and noted that there are more supporters than critics.

Co-chair Emmons stated that one of the Committee's recommendations was a communications strategy for Metro and the individual stories the counties are sharing are very meaningful and the heart of the work.

Ben asked if Multnomah County wanted to mention those who have passed away in housing.

Jes replied that that was mentioned in their report, but the key learning was that housing works.

Breanna added that not meeting regularly with doctors and systems of care plays into that number.

Presentation and Discussion: Clackamas County Annual Report

Vahid Brown, Deputy Director, Housing and Community Development, Clackamas County, introduced himself and reflected that folks are realizing the promise of the measure in the community. He shared Rachel's housing story and detailed Clackamas County's goals and outcomes for PSH, Housing Retention, Eviction Prevention, and Shelter and Transitional Housing. He highlighted Clackamas County either met or exceeded their goals and shared cross-sector alignment outcomes. He presented Clackamas County's equity analysis, which showed that people of color were served in housing programs at greater rates than they experienced homelessness and were

Supportive Housing Services Oversight Committee Meeting Summary

overrepresented in SHS programming. He shared Ray's housing story and noted for Year 3, Clackamas County looks to enhance provider technical assistance, youth-oriented services, and coordinated entry. He added that Clackamas County will open a resource center in Oregon City and expand Clackamas Village.

Becky appreciated the detail Clackamas County provided in ensuring that providers pay a livable wage.

Co-chair Taylor thanked Clackamas County for their work as a Clackamas County resident. He asked if they have considered expanding behavioral health integration.

Vahid replied yes, that expansion is ongoing, and that there are some exciting proposals with the integration team, including cross-system coordination.

Co-chair Emmons thanked Clackamas County for their report and appreciated the work done in the past year.

Mike shared that he is curious about eviction prevention as a strategy for SHS as it doesn't generally serve Population A.

Vahid replied that eviction prevention is part of the strategy to prevent inflow and is a less expensive intervention.

Israel Bayer, Housing Communications Manager, Metro, shared that the presentations have given him a lot of ideas and that the work done has been remarkable. He shared that the communications teams at Metro and the counties have done some visioning work and have laid a foundation to share these stories with the region.

Next Steps

Ben shared that the December meeting agenda includes a deeper discussion on the reports, a Corrective Action Plan update, and a presentation on five-year projections.

Felicita asked if the Committee could receive a deadline on when to submit questions and shared that she would like to hear other members' questions.

Carter asked to have a refresher on the Committee's specific charge of reviewing reports.

Patricia replied that they will review the charge and will meet with the co-chairs to identify the best way to collect questions.

Co-chairs Emmons and Taylor provided closing remarks.

The next steps include:

- County staff to develop the Population A and B Memo for December.
- Metro to share next steps on annual report questions.
- Committee members to share what information wasn't in the report that they would like to have seen in December.

Adjourn

Adjourned at 1:00 pm.

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.

CORRECTIVE ACTION PLAN: MULT 23-01

COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT 10/24/23

PLAN VERSION: August 27, 2023

FINANCIAL REPORTING THROUGH: September 30, 2023

PROGRESS TOWARDS GOALS	
On Track	Corrective Action is expected to spend funding as described in the monthly spend-down plan and be complete by the end of the timeline period.
At Risk	Corrective Action is not spending funding as described in the monthly spend-down plan and/or will not be complete by the end of the timeline period. County to provide explanation to Metro of the variance from spend-down plan and revised action plan.
Complete	Corrective Action is complete (95% spent).

#	CORRECTIVE ACTION <i>*area of focus / service type</i> <i>*list partners (service providers, other gov't, etc.)</i> <i>*align with LIP</i>	INVESTMENT AMOUNT <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS On Track Complete At Risk
1	Temporary Alternative Shelter Sites (TASS) 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	On Track FY24 YTD spending: \$0 IGA with the City of Portland was signed October 27, but an administrative error within CoP has delayed payment. Payment expected shortly after correction of the error. North Portland location has been announced with up to 200 spaces for RVs and campers with tents and pods available; opening in the coming months.
2	Technical Assistance (TA) Provider Support 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	Complete FY23 spending: \$1,783,417 (102%) Providers received payment in FY23 for previously requested technical assistance.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
3	<p>Near-Term Strategic Capital Investments</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments 	\$500,000	Equipment purchased and received on or before June 30, 2023.	Acquire near-term strategic capital investments for Severe Weather Shelter Supplies.	Minimum spend of \$475,000 by June 2023.	<p>Complete</p> <p>FY23 spending: \$509,998 (102%)</p> <p>Severe weather shelter supplies were purchased and received in FY23.</p>
4	<p>Capacity Building and Organizational Health Grants to contracted service providers</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers 	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q2 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2023.	<p>On Track / Slight delay</p> <p>FY24 YTD spending: \$0</p> <p>United Way will award and manage grants to service providers. United Way will receive funding by December 2023 and begin awarding and making payments to recipients after that.</p>
5	<p>Increase FY23 COLA by 2%</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS providers 	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	<p>Complete</p> <p>FY23 spending: \$1,442,886 (96%)</p> <p>40+ JOHS providers received a 2% COLA in FY23.</p>

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
6	<p>Immediate Response Client and Rent Assistance</p> <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS Providers 	\$8,037,314	<p>Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657</p>	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	<p>On Track FY24 YTD spending: \$794,799</p> <p>JOHS has allocated all funds across 18 service providers.</p>
7	<p>Housing Multnomah Now</p> <ol style="list-style-type: none"> 1. Dedicated Housing Program 2. JOHS Program 	\$10,000,000	<p>Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000</p> <p>Q1 FY25: \$500,000 Q2 FY25: \$1,500,000</p>	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.	Minimum spend of \$8,000,000 by June 2024.	<p>At Risk FY24 YTD spending: \$181,210 <i>Current spending is below Q1 goal.</i></p> <p>The County is finalizing contracts with two additional providers, including one culturally specific provider who will engage people of color across sites, as appropriate. Existing providers have identified and are working on engaging and housing people from the first location. The second location has been identified and is in a preparation and training phase, with a goal to be working at the second site in late November. The process to create selection criteria for and then undergo a selection process for additional locations is scheduled to go through the end of November 2023.</p>

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
8	Move-in Multnomah 1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased.	Minimum spend of \$4,148,204 by June 2024.	On Track FY24 YTD spending: \$126,161 <i>Current spending does not reflect September invoices</i> JOHS has executed contracts with 12 providers. The Q1 goal will be met after invoices for services through September (received in October) are processed.
9	Clean Start 1. Provider and Program Support Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	On Track FY24 YTD spending: \$39,072 CCC contract was executed in September 2023.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
10	Shelter Capital Projects 1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	On Track FY24 YTD spending: \$0 We did not anticipate spending on this item in Q1. JOHS has partnered with HMA to conduct a thorough assessment of our shelter system. This assessment will be instrumental in developing a comprehensive plan that outlines short, mid, and long-term goals for improving our shelters. This will help with our shelter capital projects and enhance the overall effectiveness of our shelter system. This funding will then support that plan later in the FY.
11	Program Reserves 1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
12	Contingency Reserve (SHS IGA § 5.5.4) 1. Contingencies + Stabilization 1. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$4,809,513 in contingency.
13	Stabilization Reserve (SHS IGA § 5.5.3) 1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$9,619,026 in stabilization reserve.
14	System Access, Assessment & Navigation 1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.	Minimum spend of \$559,398 by June 2024.	On Track FY24 YTD spending: \$53,187 This is an expansion of the multi-agency navigation team collaborative that began in FY 22.

#	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
15	Supportive Housing -- Countywide Coordination 1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.	Minimum spend of \$192,536 by June 2024.	On Track FY24 YTD spending: \$89,149 The Health Department's Behavioral Health Division is on track with programming and this supports the coordination of various SHS funded programs.



600 NE Grand Ave.
Portland, OR 97232-2736

Memo

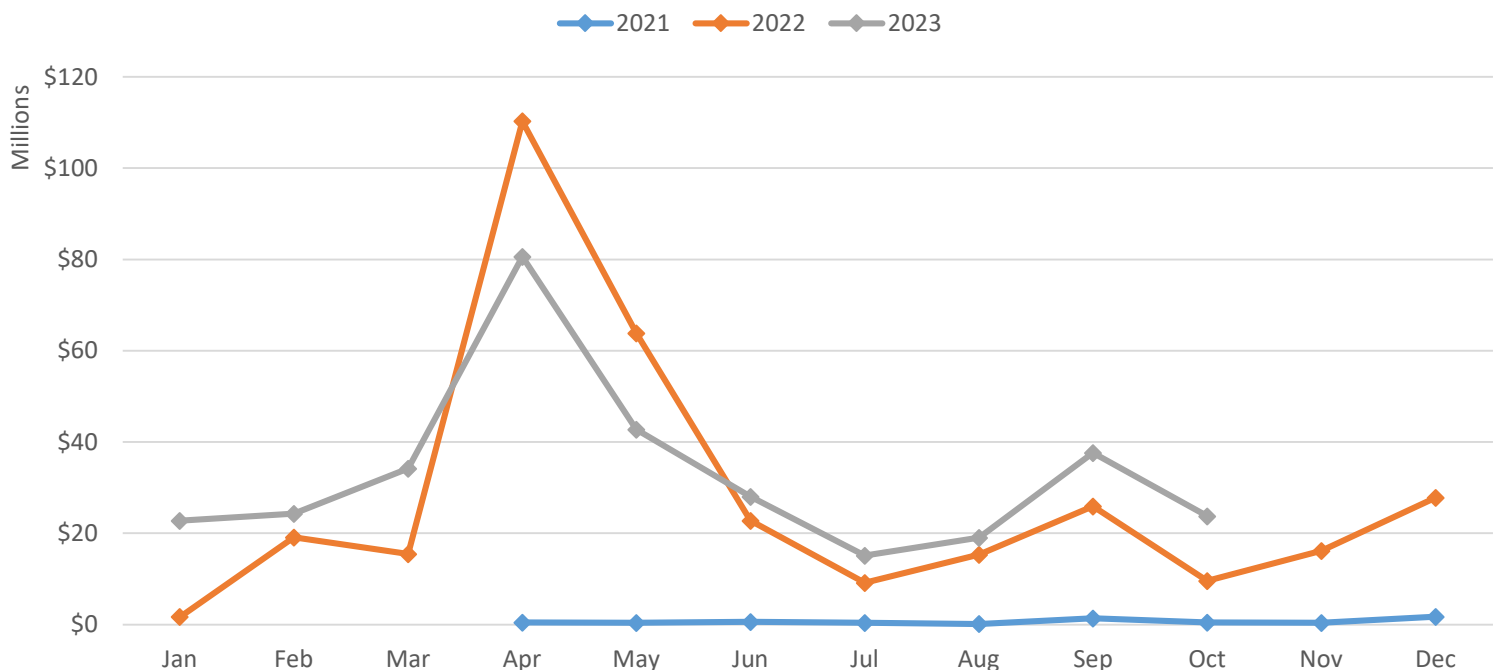
Date: December 4, 2023
To: Supportive Housing Services Oversight Committee
From: Rachael Lembo, Finance Manager
Subject: FY24 Monthly Tax Collection and Disbursement Update

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 Collections

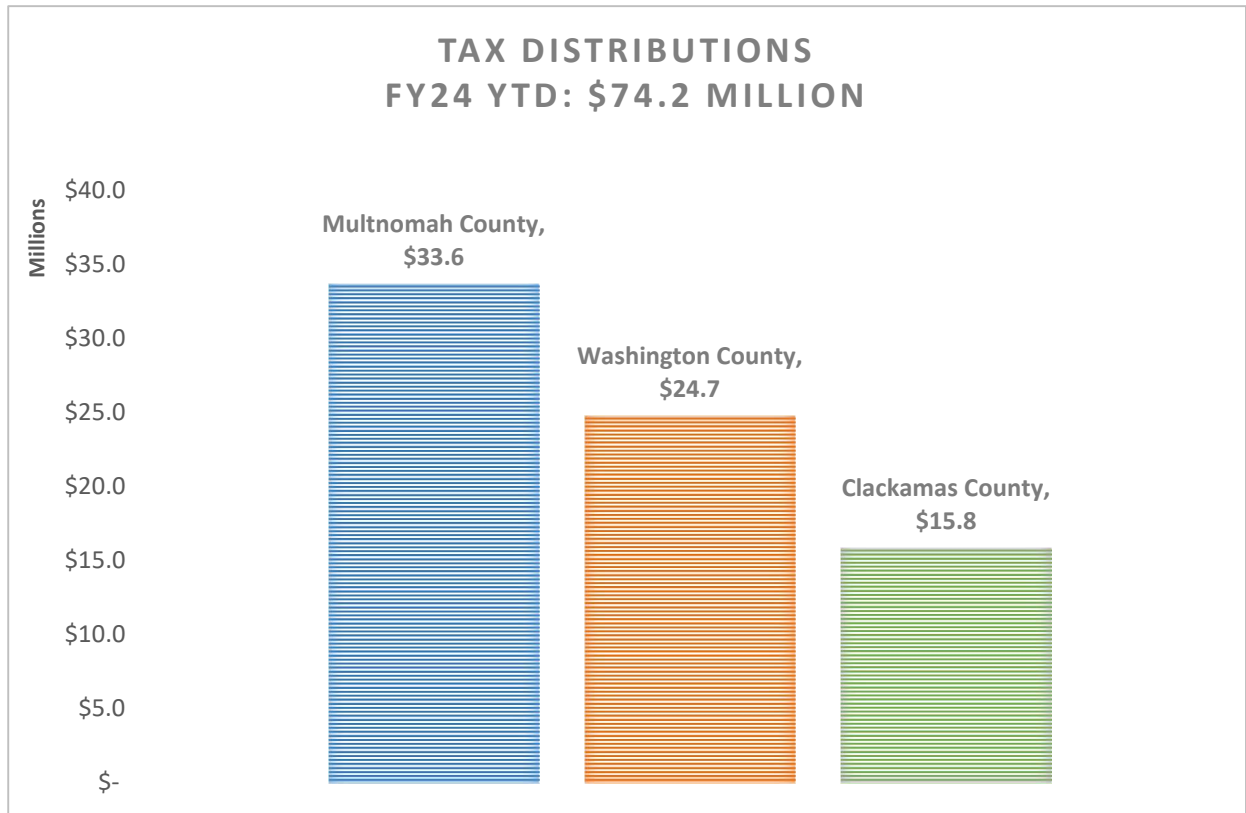
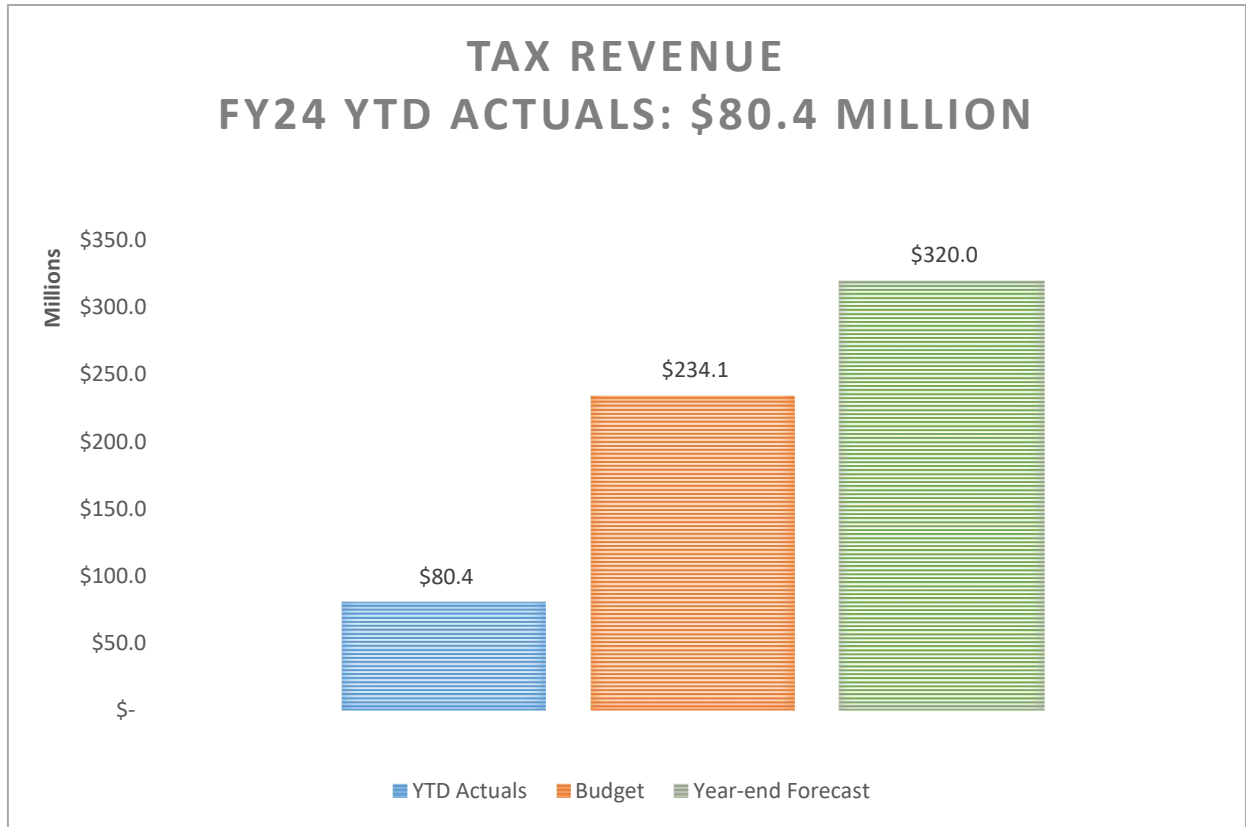
Monthly tax payments made to the tax administrator are shown below.

MONTHLY TAX COLLECTIONS BY CALENDAR YEAR



Tax Revenue and Disbursement Summary

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator through October 2023.





Memo

Date: November 27, 2023
To: SHS Oversight Committee
From: Metro
Subject: 5-year Forecast

Executive Summary

The forecast was discussed with the Financial Review Team (FRT) and Joint Leadership Team in November. Counties will then incorporate the forecast as part of their FY 2024-25 budget development and long-term plans. The full revenue forecast memo is available on the [Supportive Housing Services Tax website](#).

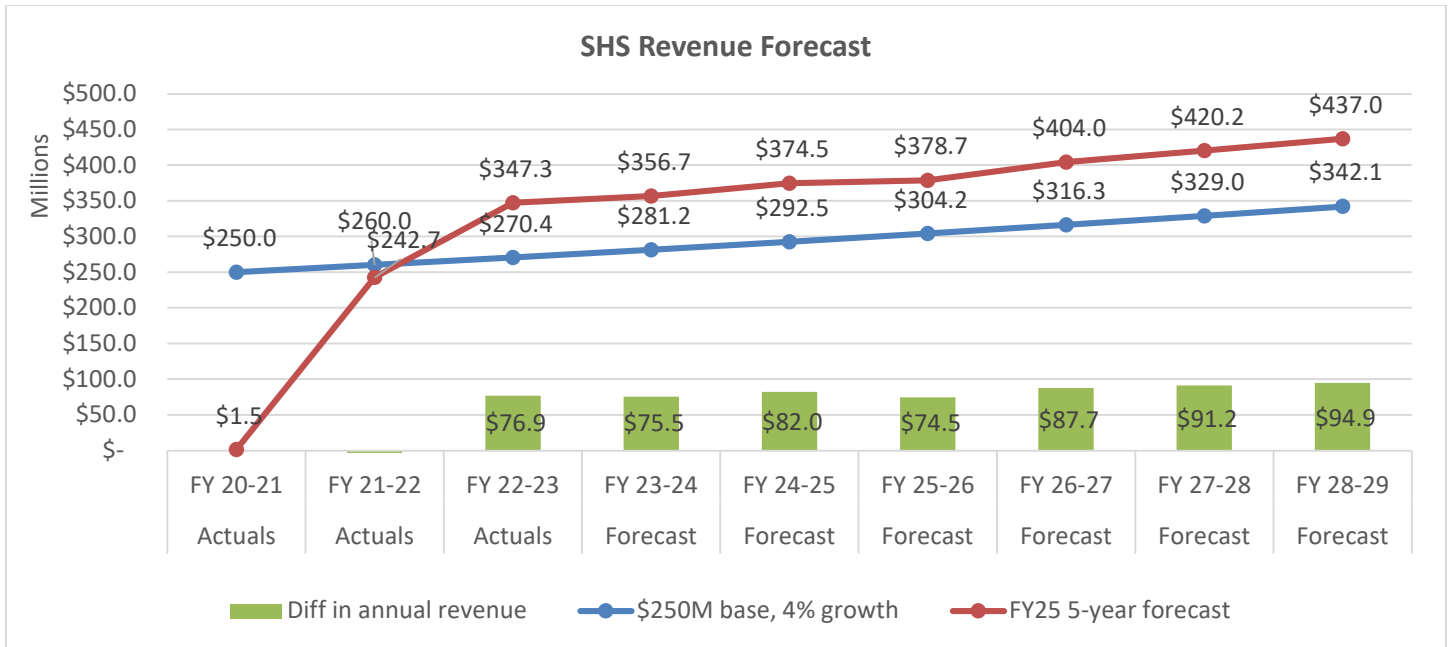
- A record runup in household wealth and corporate profits helped push the underlying taxbase, from which the SHS Taxes are collected, significantly higher than prior estimates. Collections are still coming in from tax year 2021, but they will likely approach \$300 - \$325 million – up to 30% higher than originally estimated.
- Enforcement actions conducted by the SHS tax administrator (Portland Revenue Division) continue to bring in significant revenue from prior years as non-filers are assessed the taxes.
- The forecast presented here is notably less conservative than prior forecasts. The combination of continuing to collect from tax years 2021 and 2022, along with county-level income data provided by the state, support this change. As a result, the large increases in the latest forecasts are unlikely to be duplicated moving forward.
- The higher revenues will allow the counties to build larger programs that serve more people. The next three years will see considerable growth in operational capacity and significant one-time investments.

SHS Revenue and Expenditure Forecast

(Collections in \$ millions)

FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
\$356.7	\$374.5	\$378.7	\$404.0	\$420.3	\$437.0

Based on state and regional tax data, the Metro tax base is higher than originally estimated, which results in a higher revenue forecast. The chart below compares the new forecast to the original \$250 million annual estimate. The annual difference of \$75-95 million is due to the larger tax base. This amount is comparable to the unanticipated revenue received in FY23.



The FY25 forecasted net tax collections (after tax collection costs) is \$363.4 million. Counties should budget the following for FY25 SHS tax revenue:

- Clackamas County, \$73.7 million
- Multnomah County, \$156.5 million¹
- Washington County, \$115.1 million¹

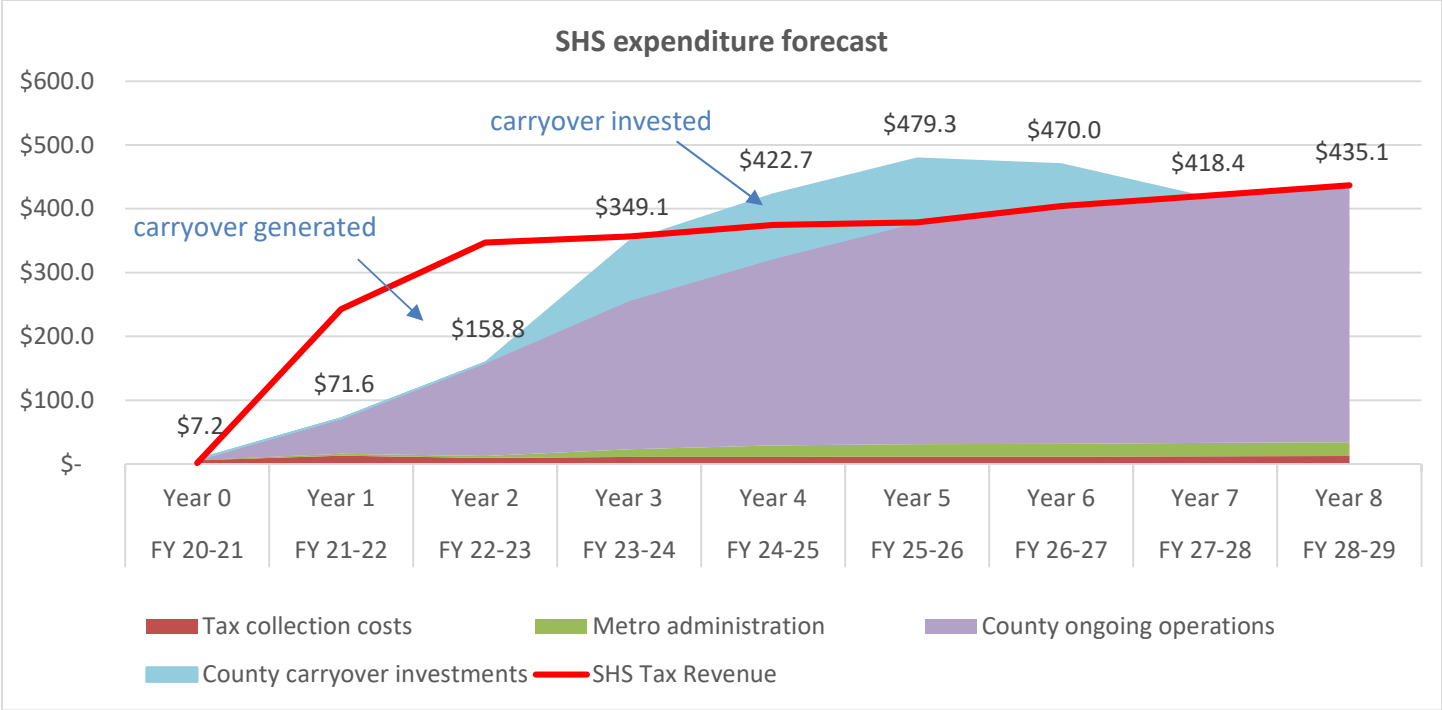
The increased revenue will allow counties to build larger programs that serve more people, but that will take more time than previously forecasted. The forecast assumes a ramp-up period of 4-5 years, through FY25-26. At that point programs are expected to be fully built out, and future growth will be relative to changes in revenue. As counties plan for continued program growth during FY25 budget development, they will consider impacts such as increased costs due to inflation, uneven program growth as some programs expand quickly and new ones need more time, and increasing cumulative costs as more individuals move into permanent supportive housing.

During the ramp-up period counties will continue to generate carryover funds for investments and increases in scalable programs. The forecast assumes carryover investments will be made over four years, beginning in the current year and complete by FY26-27.

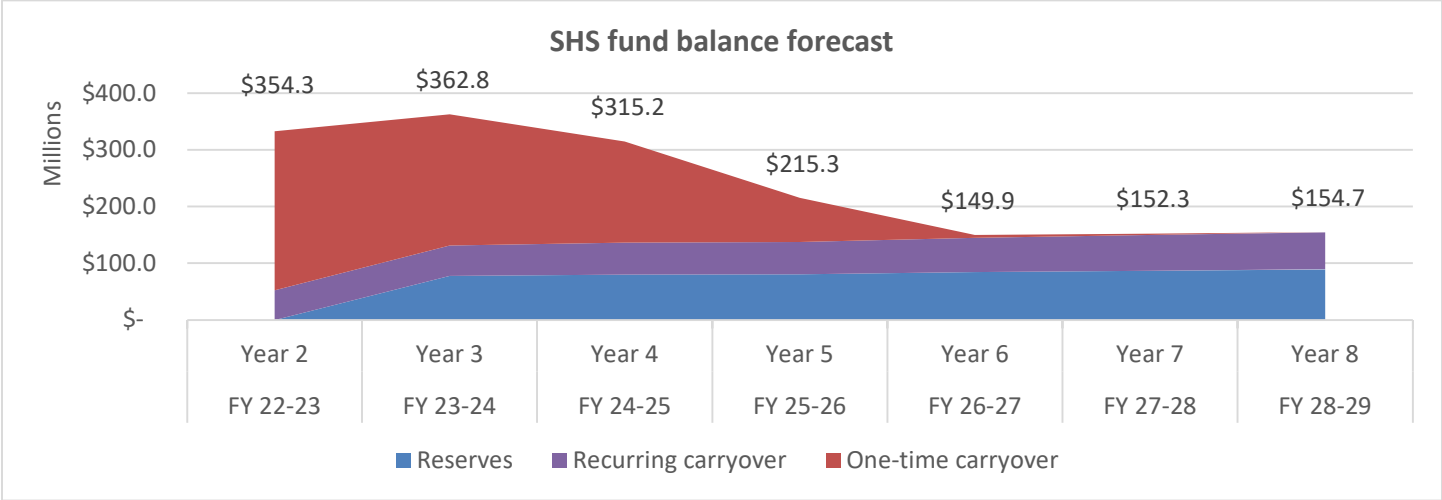
Metro’s administration and oversight costs will increase due to expanding program areas including oversight and data coordination, regional capacity growth, and policy development. Tax collection costs are projected to remain steady with minimal annual increases.

The chart below shows five-year forecast spending. Carryover investment funds generated in the early years of the program will be spent in years 3-7. Ongoing operations costs increase steadily during the ramp-up period, years 1-5, and grow modestly in the later years.

¹ The original report published in the SHS Oversight Committee packet incorrectly reflected the FY26 tax revenue for Multnomah County, \$158.2 million, and Washington County, \$116.3 million. The packet has been updated to reflect the FY25 tax revenues.



Counties and Metro will maintain stabilization reserves, to be used in an economic downturn, and program reserves. There will also be naturally recurring carryover due to the timing of tax receipts, which will not accumulate for investment like one-time carryover. The chart below shows the forecasted fund balance.



Metro recommends a stabilization reserve of 15% of budgeted SHS program funds. Program reserve amounts are established by each county based on their program needs.

Supportive Housing Services Year Two Regional Annual Report (June 2022- July 2023)

Draft Outline for Regional Oversight Committee Input

1. Transmittal Letter from Oversight Committee

- a. Opening
 - Roots of the region's homelessness crisis
 - SHS measure
 - Oversight committee's role
- b. Key highlights
 - Progress to date
 - Year two outcomes
 - Advancing racial equity
 - Populations A and B
 - Partnerships and capacity building
 - Cross-sector alignment
 - Metro affordable housing bond alignment
 - Regional coordination
- c. Challenges
 - Workforce and capacity issues
 - Program delays
 - Underspending
 - Growing need
- d. Recommendations

For each topic: (a) brief summary of the recommendations from the year one report, (b) brief summary of progress to date, (c) updates/priorities for year three

- Regional communication strategy
 - Reporting and accountability¹
 - Workforce issues
 - Program expansions
 - Any new recommendations
- e. Transforming lives: participant story

2. Introduction

- a. Goals of SHS measure
- b. Overview of report sections
- c. Context: SHS in relation to overall homeless services funding, other systems, systemic causes

3. SHS Background

- a. SHS ballot measure, guiding principles, equity focus, priority populations, service areas
- b. SHS accountability structure
- c. Funding allocations and requirements

4. Housing and Services

- a. Regional capacity: PSH units created to date
- b. Housing placement: supportive housing, rapid rehousing, regional long-term rent assistance
- c. Housing retention
- d. Homelessness prevention
- e. Emergency housing

¹ This combines (a) budgeting/financial reporting and expectations, and (b) data, reporting and evaluation.

5. Populations Served

- a. Population A and B: people served, resources allocated
- b. Race/ethnicity: supportive housing, rapid rehousing, homelessness prevention

6. Provider Partnerships

- a. Procurement strategies
- b. Service provider contracts
- c. Culturally specific provider contracts

7. Capacity Building

- a. Workforce and wage equity
- b. Provider capacity building: technical assistance, training, capacity building grants
- c. County capacity building: internal staffing, coordinated entry, outreach, data and evaluation

8. Cross-Sector Work

- a. Behavioral health
- b. Healthcare
- c. Law enforcement/community corrections
- d. Metro affordable housing bond alignment

9. Regional Coordination

- a. Tri-county planning body
- b. County coordination: RLRA, landlord engagement, procurements, data, Medicaid waiver

10. Progress in Advancing Racial Equity

- a. Strategies to advance racial equity
- b. Counties' racial equity analysis process and findings
- c. Continued disparities and counties' plans for next steps

11. Performance Assessment

- a. Assessment of counties' alignment with the phase one priorities in their local implementation plans
- b. Assessment of counties' progress in achieving their year two work plan goals

12. Financial Review

- a. Year two tax collections and disbursements
- b. Counties' revenue, carryover funds, non-displacement of funds
- c. Spending by Population A/B
- d. Counties' spend down plans vs. actuals (and corrective action plan)
- e. Counties' budgets vs. expenditures
- f. Counties' admin costs

13. Glossary of Terms

14. Exhibits

- a. Counties' year two quarterly and annual reports
- b. SHS year two regional financial report
- c. Additional demographic data: disability status, gender identity

The following materials were received
during the meeting.

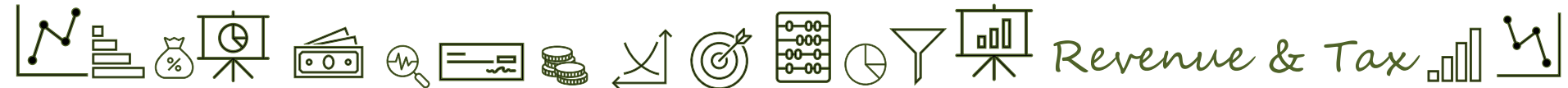


Metro

Supportive Housing Services Tax

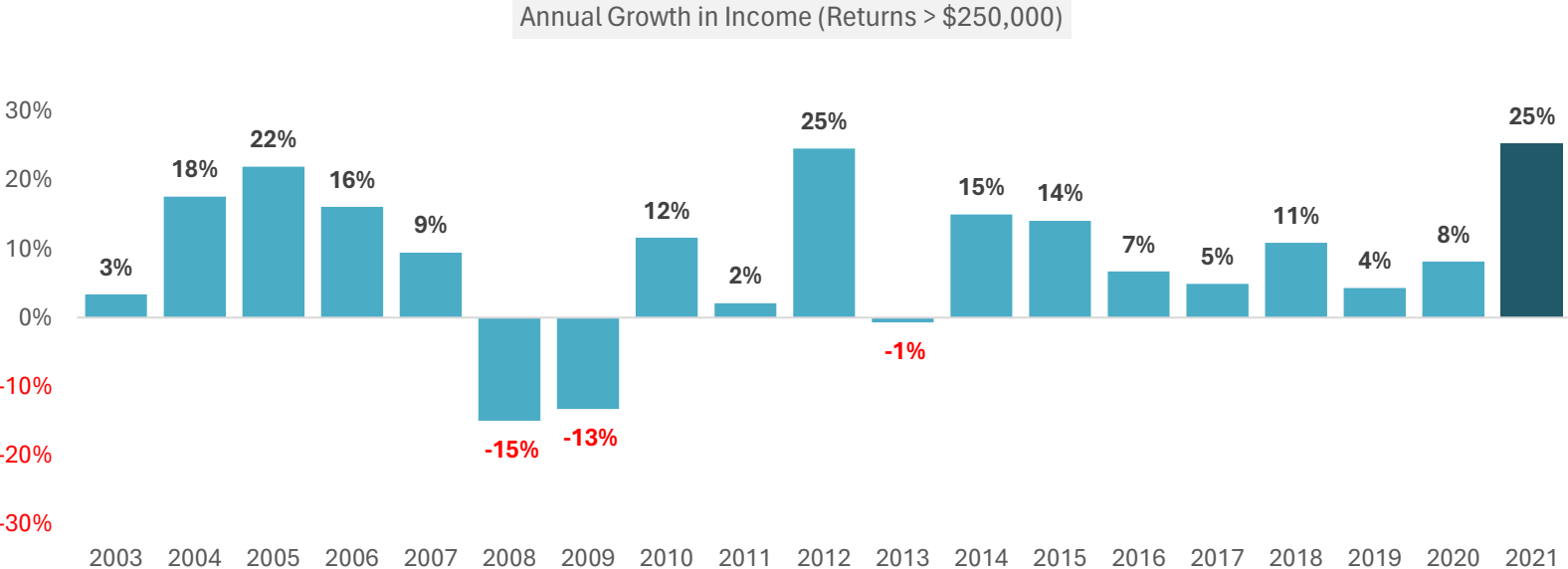
SHS Oversight Committee

December 4, 2023



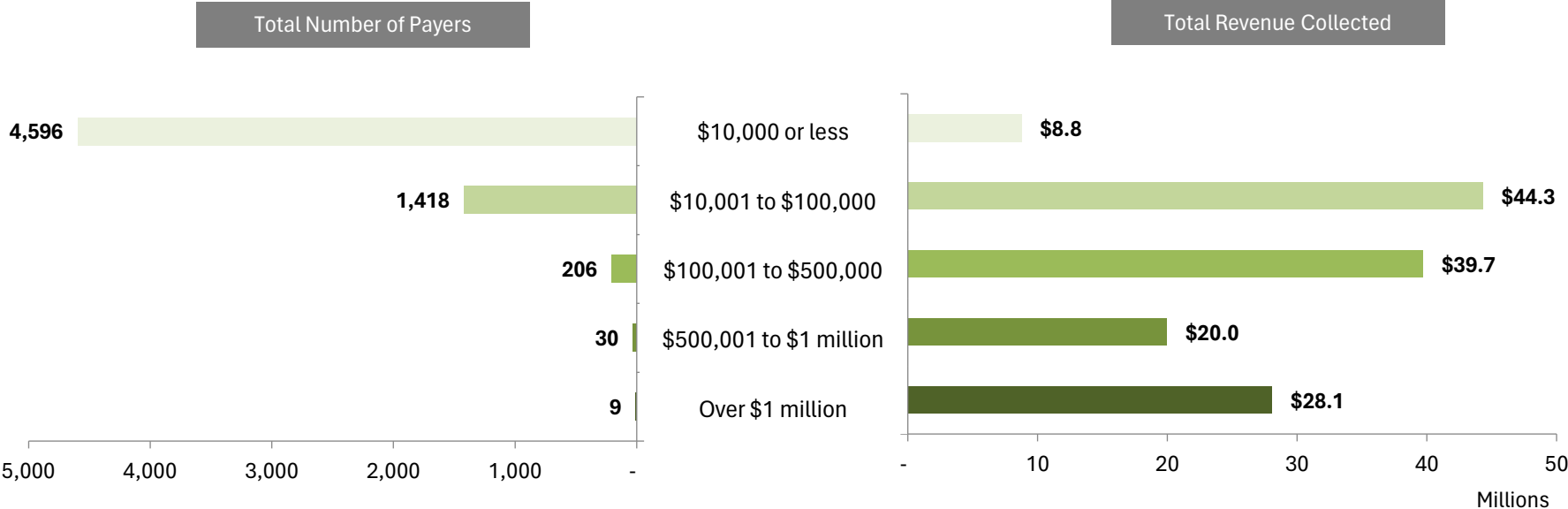
Oregon's high-income tax base experienced significant growth in 2021, the first year of the SHS taxes

Prior estimates were conservative and relied on historical trends showing more modest growth. It remains to be seen to what extent 2021 is a peak or whether the increase in tax rates for high income earners will influence behavior that may in turn impact future collections. Initial data suggest tax year 2022 was higher still.



62% of FY 23 business tax revenue came from businesses that paid more than \$100,000 in taxes – only 245 payers (3.9%)

The chart below on the left shows the total number of accounts broken down by the amount paid. The chart below on the right shows how much revenue was collected from those accounts. Almost three-quarters of accounts paid less than \$10,000; the median payment for all accounts* was \$1,849.

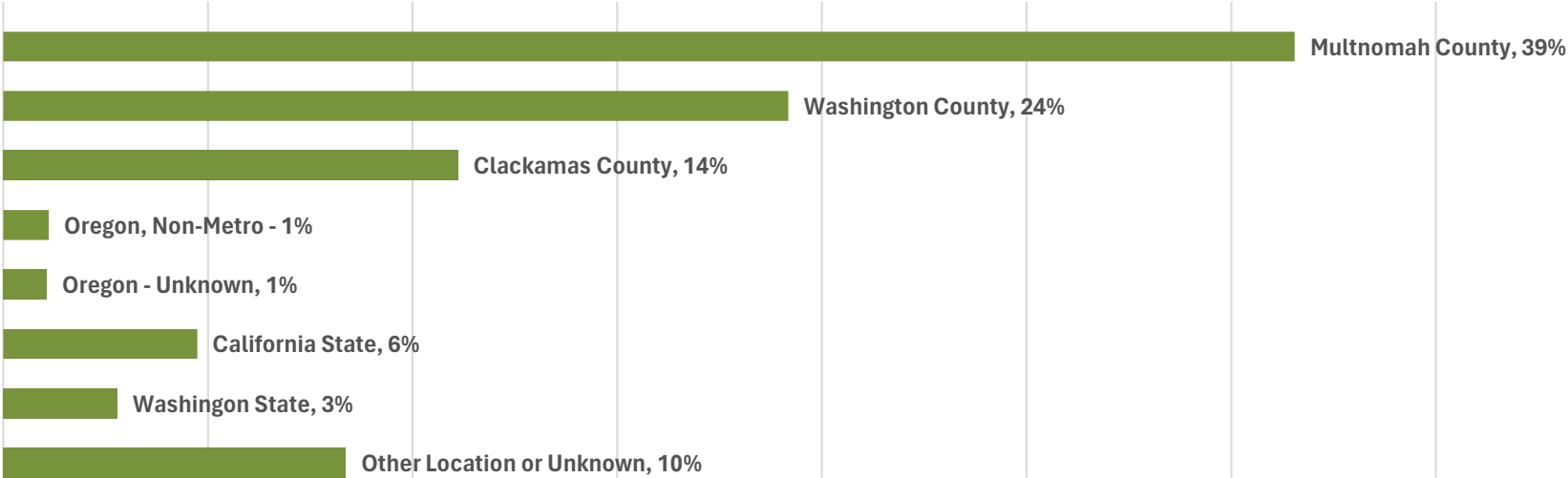


*Includes all accounts that paid at least \$1 in FY 2022-23.

The best data available indicates that approximately 77% of total FY 23 tax revenue came from the tri-counties

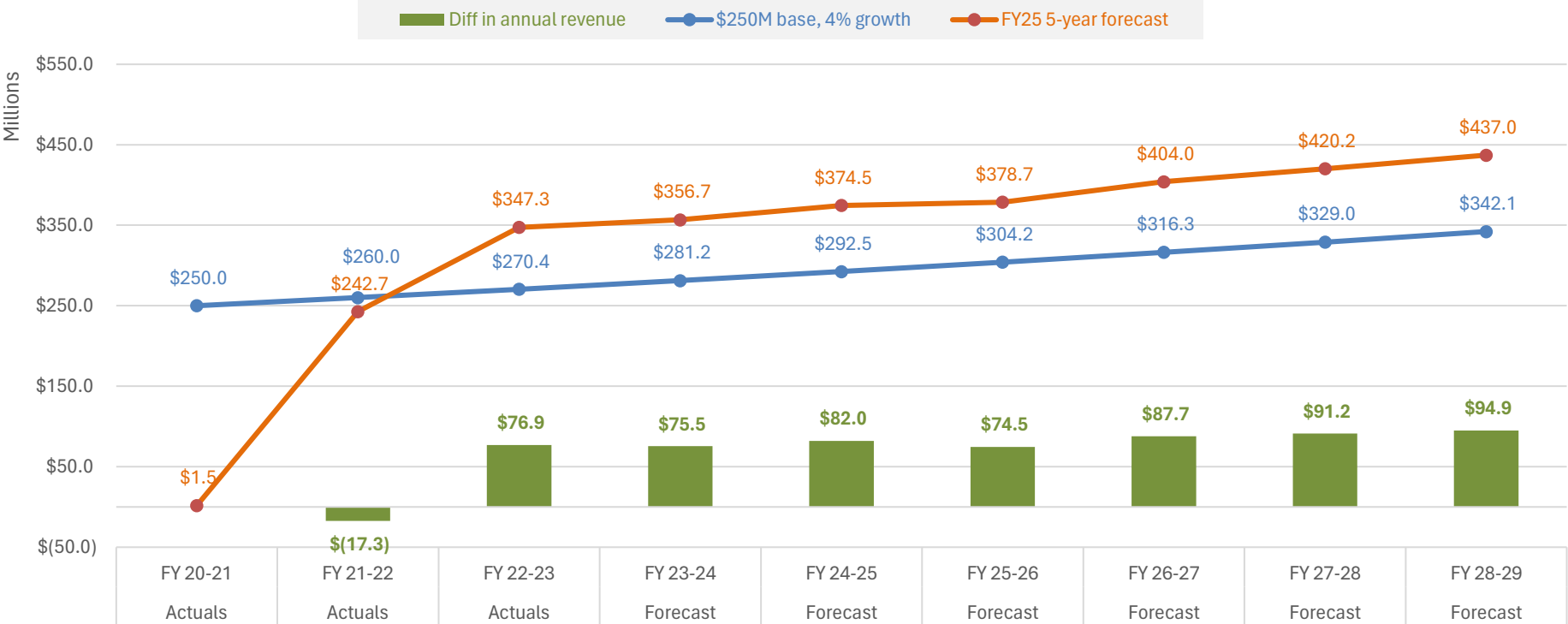
Data limitations include incomplete or inaccurate returns, the interaction of credit carried forward and applied to other tax years, and the inability to tie withholding payments to individuals. Perhaps, most importantly, it is not always clear if the taxes should be applied to where an individual works versus where they live or in what proportion.

FY 23 SHS Tax Collection Geographical Distribution



Tax revenue forecasts are higher than projected last year.

When compared to the original \$250 million estimate, annual differences are \$75-95 million, which is comparable to the unanticipated revenue received in FY23.



Revenue Forecast + Risks

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Forecasted Tax Revenue	\$ 356.7	\$ 374.5	\$ 378.7	\$ 404.0	\$ 420.2	\$ 437.0
Tax Collection Costs	\$ 10.8	\$ 11.1	\$ 11.4	\$ 11.8	\$ 12.1	\$ 12.5
Net Collections	\$ 345.9	\$ 363.4	\$ 367.3	\$ 392.2	\$ 408.1	\$ 424.5
Metro Admin	\$ 17.3	\$ 18.2	\$ 18.4	\$ 19.6	\$ 20.4	\$ 21.2
Partners	\$ 328.6	\$ 345.2	\$ 348.9	\$ 372.6	\$ 387.7	\$ 403.3
Clackamas	\$ 70.1	\$ 73.7	\$ 74.4	\$ 79.5	\$ 82.7	\$ 86.0
Multnomah	\$ 149.0	\$ 156.5	\$ 158.2	\$ 168.9	\$ 175.7	\$ 182.8
Washington	\$ 109.5	\$ 115.1	\$ 116.3	\$ 124.2	\$ 129.2	\$ 134.4

- Migration Patterns/Local Conditions
- Federal Fiscal Policy
- Demographics + Housing Costs
- Forecast Timing/Data Limitations

Program expense forecast

- Expense categories
 - Tax collection costs
 - Metro administration & oversight
 - County ongoing operations
 - County carryover investments

Tax collection costs

- Tax collection costs are steady, with minimal annual increases
- Collection costs are 2.7-3% of tax revenue

Metro administration & oversight

- Program areas currently expanding:
 - SHS oversight and data coordination
 - Regional capacity
 - Policy development
- Next 2 years: increased consultant costs for policy/program development

Metro administration & oversight

- Starting in FY27, new personnel are projected to respond to future needs, such as:
 - Data coordination
 - Technical assistance
 - Tri-County Planning Body directed work

County ongoing operations

- Detailed program planning will be part of FY25 budget development
- Forecast assumption: ongoing operations ramp-up over 4-5 years
 - Fully built up in Year 5 (FY25-26)

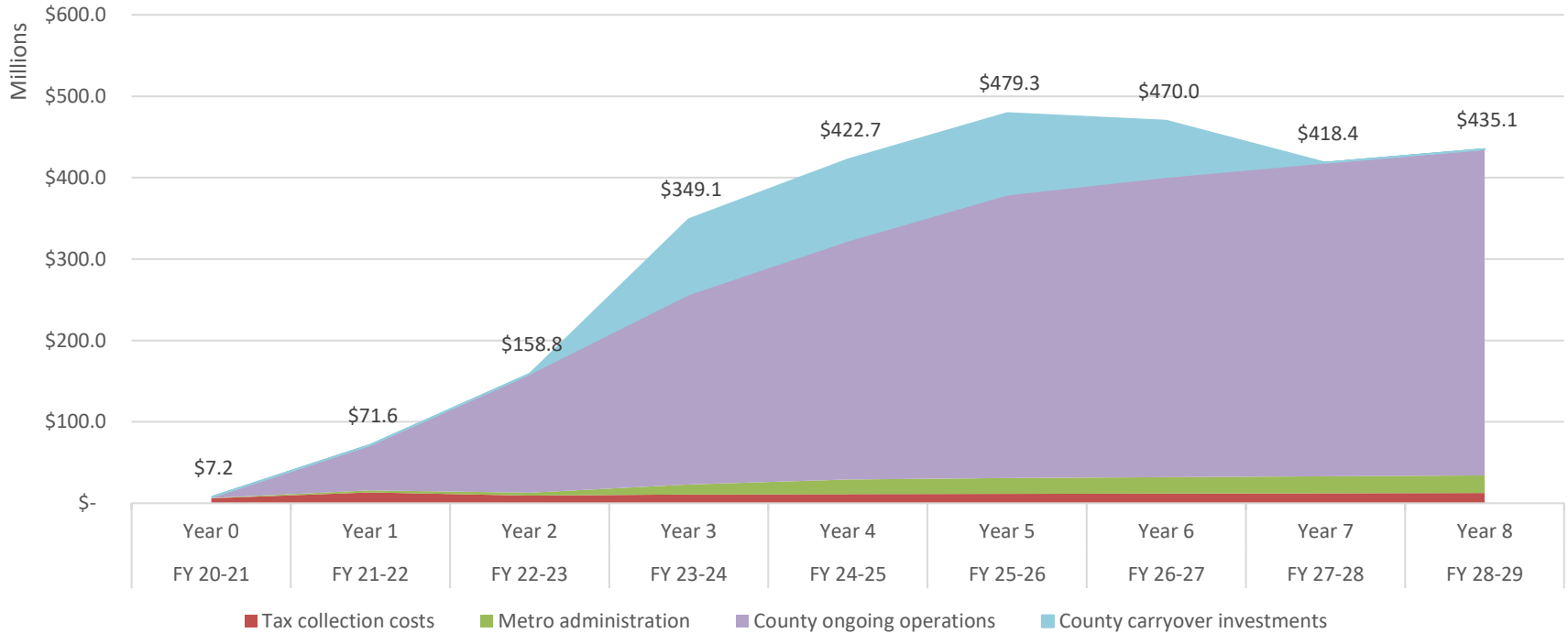
County ongoing operations

- Forecast considerations
 - Cost of delivering services has increased
 - Program areas are ramping up at different speeds
 - Each year ongoing costs increase as we move closer to the goal of 5,000 PSH households

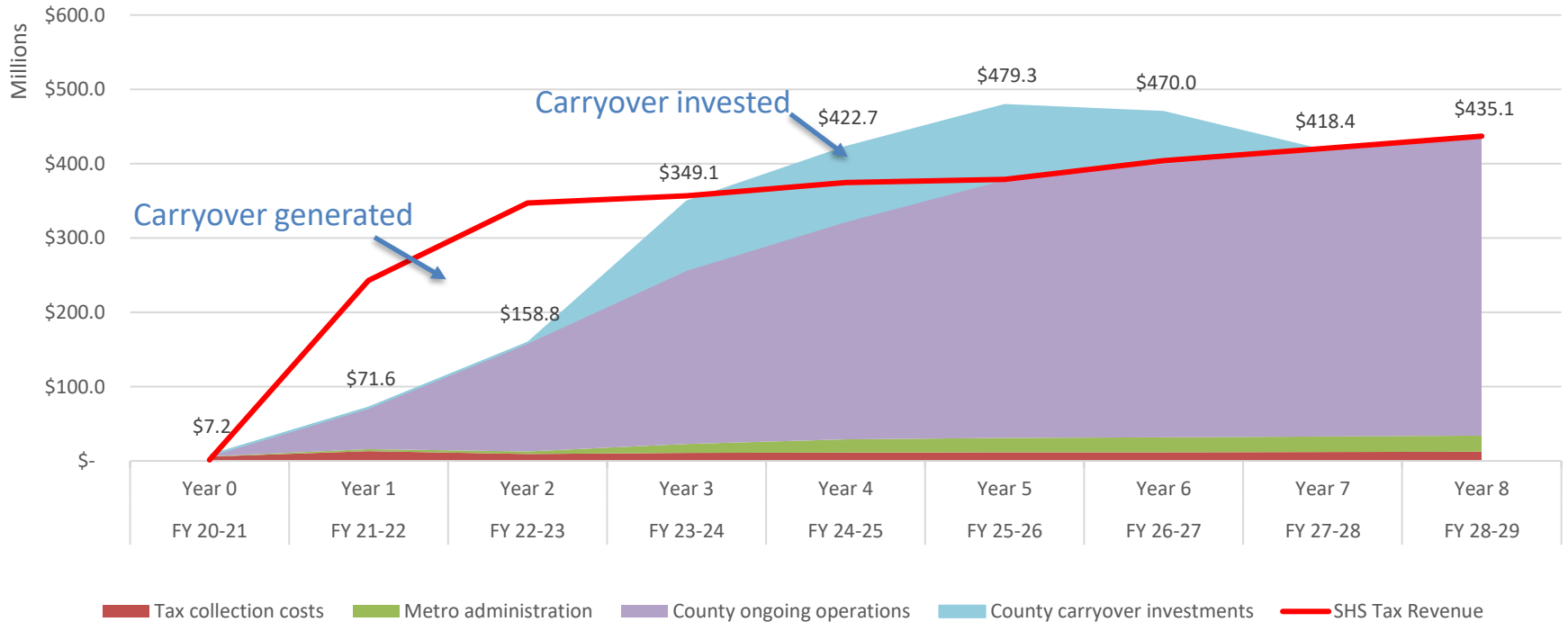
County carryover investments

- Counties will continue to have one-time carryover as ongoing operations ramp up
- This can be used for investments and increases in scalable programs
- Forecast assumption: carryover investments are made over 4 years
 - Investments start in the current year and complete by Year 6 (FY26-27)

5-year forecast spending

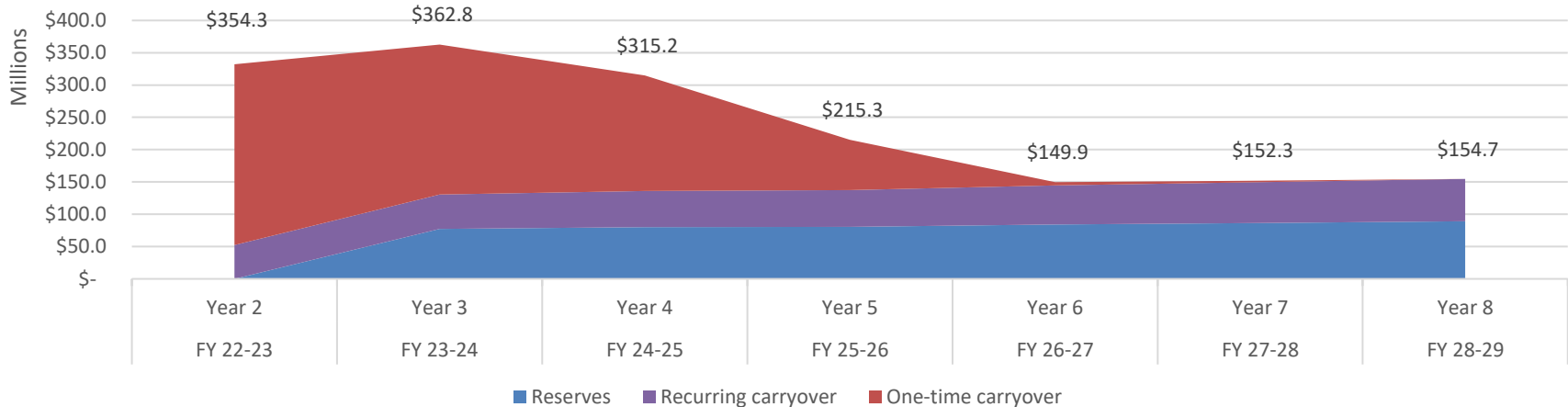


5-year forecast spending



5-year forecast fund balance

- Reserves include stabilization and program reserves
- Recurring carryover is natural and will not accumulate for investment like one-time carryover



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Program carryover

- Carryover can result from higher-than-expected revenue or lower than expected spending. This is one-time carryover.
- Carryover can also be a result of timing, such as Q4 tax collections. This is recurring carryover.

01:00:38 Jenny Lee: Hey folks, I need to step off for a moment â€” will be back as soon as I can!

01:32:12 Patricia Rojas (she/her/hers): Your comments and suggestions are well received, Carter. Thank you!

01:34:55 Mike Savara (he/him): BRB

01:51:45 Becky Wilkinson: As mentioned previously, I have to hop off for a conflicting meeting I cannot miss. I should be able to hop back on before the end. If not, I will be sure to send any comments I have to the co-chairs.

01:53:44 Patricia Rojas (she/her/hers): I have to step away but will return as soon as possible. Liam is standing by to support as needed.

02:06:00 Mike Savara (he/him): Good point Seth - and that the SHS investments are augmenting/supporting that emergency work from the state

02:20:32 Mike Savara (he/him): If United Way is spending the money up front, it seems like the County's fiscal year is less important there - glad to see this model coming through! Good stuff!

02:41:46 Seth Lyon (he, him): Sorry but have to jump but thank you all for the great work

02:42:02 Ben Duncan (Kearns & West): thank you Seth!

02:46:55 Dan Fowler: Seth really appreciate your work with us! All the best! Dan

02:47:10 Dan Fowler: Rachel, great report!