

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: September 25, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Update on Multnomah County Corrective Action Plan; update on Metro tax collection and disbursement through July 2023; discussion on the Updated FY24 tax projections; overview and discussion of FY23 annual review process; and discussion on committee improvements.

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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.	Multnomah County Corrective Action Plan (CAP) update
10:10 a.m.	Metro finance update: Metro tax collection and disbursement update
10:15 a.m.	Discussion: Updated FY24 tax projections
10:30 a.m.	Discussion: FY23 annual report process
11:15 a.m.	Break
11:25 a.m.	Discussion: Overall committee improvements
11:50 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: June 26, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Metro finance update, including tax collection and disbursement update and presentation on Q3 FY23 county finances; update on Multnomah County corrective action plan; presentation on tri-county planning body progress; and presentation and discussion of Metro's communications work to date.

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### Member attendees

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

### Absent members

Maria Hernandez (she/her), Stef Kondor (she/her), Carter MacNichol (he/him), Kathy Wai (she/her)

### Elected delegates

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

### Absent elected delegates

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

### Metro

Nui Bezaire (she/her), Ash Elverfeld (they/them, she/her), Lauren Everett (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Rachael Lembo (she/her), Cliff Higgins (he/they)

### 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.

Committee members approved Minutes from May 22.

### Conflict of interest declaration

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

### Public comment

No public comments provided in advance or testimony given in the meeting.

## Supportive Housing Services Oversight Committee Meeting Summary

### Metro finance update: Metro tax collection and disbursement update and Q3 financials

*Details for this presentation are in a slide deck and found in the final meeting record.*

Rachael Lembo, Finance Manager, Metro, used a slide deck to present an update on Supportive Housing Services tax collection and fiscal year 2022-2023 quarter three financials.

Felicita Montebianco referenced the tax collection and disbursement summary in the meeting packet and asked what happens with the approximately \$6 million of tax collection costs unspent?

*Rachael stated that anything not spent on tax collection costs is disbursed between the counties and Metro: 5% to Metro, 95% to the counties.*

Councilor Christine Lewis said that the programs were designed with the understanding that revenue would fluctuate year to year and hopes that the counties come up with significant plans to amend their budgets this summer or early fall to incorporate the additional \$100 million in revenue that was received in FY23. She shared that Metro and the County partners have already been having discussions and are seeing opportunities to invest in behavioral health, shelter expansion, workforce and homelessness prevention.

Dan urged people to change their language from “spending” to “service expansions,” “opportunities that open” and “service investments” to create something more tangible for the public.

Jeremiah Rigsby noted that a substantial portion of the county budgets went to shelter outreach and Safety On and Off the Street and asked if they could get more detail?

*Rachael said that more specifically it is used for emergency shelter, outreach services and supplies, and hygiene. She said that Metro could request additional details in the future from the counties on this area of the budgets.*

Co-chair Emmons asked if the money is accruing interest?

*Rachael said that Metro disburses funds within a week of receiving them and so the counties are accruing interest on the funds and then report that to Metro. Rachael includes interest in the Supportive Housing Services program revenue line.*

Seth Lyons shared that he was recently working with a small agency doing phenomenal work with little money and they told him that it was still difficult to get access to Supportive Housing Services funding. He told the committee that money and flexibility for providers would make an enormous difference for them, and although the community is at a high-water mark with funding and flexibility, this is a story they continue to hear. He added that it is one thing to see the numbers on charts and it's another thing to know the full story, and that agencies aren't necessarily receiving the funds. He has heard that in some cases, proposals are sitting for many months without communication from the County they have sent their proposal to. The agency he spoke with also said that there were things they were asking for reimbursement for and are eligible expenses under their agreement but are unable to get reimbursed for them. He urged the Counties to look at these barriers and address them with expediency.

Co-chair Emmons said that she is hearing the same stories as Seth. She shared a story about a program manager operating in Multnomah County that is case managing two hundred people that don't fit into Population A, but if they had Regional Long-term Rent Assistance, they could house all of those people in a month. She shared Seth sentiment that something must change radically because we see the opportunity but need Counties to show them that things are going to change. She closed by saying that reimbursements must happen quicker than they are.

## Supportive Housing Services Oversight Committee Meeting Summary

Commissioner Susheela Jayapal said she agreed with Seth and Co-chair Emmons. She shared that the new Director of Joint Office of Homeless Services, Dan Field, is hiring a contractor to review the contracting issues at the agency. But she also said that they need to look at the contracting problems across their divisions, and she requested during the budgeting process that the Board of Multnomah County Commissioners get a report on contracting suggestions in the fall.

Becky recommended that the committee revisit how they would like to hear from providers because members of the committee continue to hear anecdotes like the one Seth mentioned.

Mike Savara said that government creates expectations for non-profits that are unworkable when it comes to reporting. He said that government could make risk-based decisions for how to provide funding to non-profits based on history with the system and their track records for example.

Felicita said that she works with grantees receiving Oregon state and local funds, and they are telling her that it takes six months to get paid with local funds. She punctuated that isn't an issue in other sectors and it needs to be fixed because this will all fail without the providers.

Patricia Rojas, Metro, Regional Housing Director, thanked the members for sharing their comments and said that Metro agrees with them. She affirmed that they are hearing loud and clear that there are opportunities to think differently about contracting with SHS service providers and act on it because they need to be bold and think creatively and find a new path to work more efficiently together. She appreciated and agreed with sentiments and believes that jurisdictions can work together to be responsive to the community. She also agreed that the government needs to invest in the non-profit community so that they are able to invest in mental health, addiction, and other services and supports. She expressed hope that they will achieve substantial change together.

### Update on Multnomah County corrective action plan

Patricia shared that Metro and Multnomah County have been working with urgency to move the Correction Action Plan forward. She said that Metro expects to come to an agreement very soon and are eager to get to that point, and currently the ball is in Multnomah County's court. They expect to hear back by the end of the week on the most recent draft. Metro was optimistic on the areas of investment that the county had shared and said they align with recommendations from the oversight committee.

Patricia also shared that the Counties have been talking regularly about hiring and retention and supporting the organizational health of non-profits. Additionally, there is a broader need for client assistance and rent assistance for people to access housing.

She continued by saying that the Corrective Action Plan draft proposes new models for the Joint Office of Homeless Services to get funds out quickly and includes grant options.

Dan asked when Metro expects an agreement to be reached.

*Patricia replied that they cannot commit to a timeline, but the progress has been accelerating over the past two weeks and she was hopeful that they'll have something finalized in the next couple of weeks. She added that they need to have an agreement that is workable for both jurisdictions. She hoped to return with the agreement at the next committee meeting but that is entirely dependent on the ability to reach agreement before then.*

Co-chair Emmons said she respected what Commissioner Jayapal said about the report coming in fall on contracting, but that with so many players and a new director, the timeline is slow. She asked

## Supportive Housing Services Oversight Committee Meeting Summary

if the committee would agree to the counties reporting to them in July and stating what is going to be different in year three given all they are hearing from service providers.

Commissioner Jayapal appreciated the urgency and clarified that the report in December is about contracting issues in the County at large. She said that they're making changes to the Joint Office's processes as they speak and that grant making is one of the options they're looking at.

Co-chair Dr. Taylor said that as Co-chair Emmons was speaking, he was thinking of the moral imperative related to this funding across the counties and that there are consequences of inaction that ripple beyond homelessness and mental health. The slowness also impacts the health systems. He said that since they just found out about the additional revenue, they aren't expecting a clear plan at their next meeting from the counties, but that some information on where the funding will go to address the challenges is needed.

Patricia reflected on what she was hearing from the committee and that is that they are asking for a report back at the next meeting to share opportunities on how contracting can be done differently. She punctuated that doing things differently doesn't mean that excellent work and progress isn't happening, because so much good is happening, like 3,000 people are in housing and over 10,000 have kept their housing because of SHS.

Co-chair Emmons said that she agrees with what Patricia said and hopes to get into the details of the issues at the next meeting. She agreed with Mike about the need to be bold and do contracting differently.

Chair Kathryn Harrington shared that she has heard committee members cheering on the work but that her Board hasn't received a single positive email about the program. She felt it was important to put into context that the counties are hearing this committee repeatedly as a champion but isn't hearing it in any other effort taking place where they're getting hammered by negative feedback. She said that in Washington County they are going to do everything they can to improve their practices and do this hard work but that her board colleagues aren't so sure they should keep pushing forward.

Co-chair Emmons was going to provide Chair Harrington with a sparkle wand on July 25<sup>th</sup> because they've been doing incredible work in Washington County and building from the ground up.

### **Break 10:44-10:54**

#### **Metro communications overview**

Patricia opened this portion of the agenda and said that Metro will be coming back with a more robust communications strategy, but today are presenting an update of what the communications work has looked like so far. Just last week Metro Council approved a budget for 22 new staff for the housing department. Part of that will involve more communications staff to help advance the communications work: one manager and an engagement position.

Cliff Higgins, Communications Manager, Planning Development & Research and Housing Departments, Metro, introduced himself. They said that their team currently supports both departments and that it will shift soon to having a manager dedicated to the housing department.

Cliff shared a video created and shared last year that explains the housing bond and supportive housing services work: [https://youtu.be/\\_L1kRXWNWT8](https://youtu.be/_L1kRXWNWT8).

Cliff said that they hope the recommendation from the committee to invest in communications will allow them to focus on information distribution. They said that there's one segment of the region's

## Supportive Housing Services Oversight Committee Meeting Summary

population that is interested in following government social media and engaging with it. To improve, the larger communications strategy will give them an opportunity to get the word out about the impact these funds have on people by partnering with providers, our government partners and beyond, to reach more people.

Lauren Everett, Senior Housing Communications Specialist, Metro, introduced herself and shared some of what her position does, which is interdepartmental coordination in Metro and coordination with communications staff who work at the counties. She said that a bi-weekly meeting with those staff has been a wonderful place for her to build relationships and that they have resulted in things like county staff connecting her to service providers to share stories from them and their clients.

Lauren shared her screen to show the Metro website page focused on Supportive Housing Services. She also shared a video of a new Hattie Redmond resident named Charisse:

<https://vimeo.com/814810134>. For this video project, Urban League used their own videographer and interviewer, and Lauren was there to take notes. She collaborated with them on video edits to get to a final product. She said that it was a good example of how Metro can work with partners to bring stories to light.

Chair Harrington asked what might be done differently with communications given that people are continuing to see things in a negative light?

*Cliff said that the communications strategy thus far has focused on people generally supportive of the concepts and the role that government can play in making a difference. They've been focused on folks who have empathy and general support of the housing and supportive housing services strategy. He said that communications have become more of a political question and that there is a need to balance transparency. There is a question of whether another place, like the philanthropy sector or whatnot, is a better place to share out about the work happening. Metro is focused on transparency and the actual impact on people, and that applies to all government communications. A larger communications strategy will help to address the question Chair Harrington raised.*

Co-chair Emmons complimented the communications products and stressed the importance of a counter narrative to what is currently out in the media more broadly. She said that people she's talking to who are also aged around their seventies go to the Oregonian and other newspapers and watch the evening news for their news, so the digital strategy isn't going to work with them. She shared one person's idea, to have a video showing outreach workers at a camp creating relationships and telling the story of getting those people into housing and then a cut to an image showing less tents at the camp. Separately, she added, that Kathy Wai, committee member, and others on the committee have expressed wanting to boost the messages with community groups and in a variety of formats to get the word out.

Commissioner Jayapal loved the communications shared and looked forward to sharing some in her newsletter. She said that there seems to be a cognitive dissonance in the public and understands the transparency objective that Cliff mentioned. But she also thought they could say something in the way of "you're seeing this because X is what's happening." She thinks that is something government can do. She also asked if Metro is compensating providers for their work?

*Lauren said that Metro isn't compensating providers, but they are compensating participants- \$75 Visa Cards for an hour interview and if someone is in a video and it requires B-roll and more, they give them a \$200 gift card. She hasn't had providers ask for compensation.*



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Commissioner Jayapal followed up and said that service providers have mentioned that they would like to be compensated and would hope that could be explored by Metro.

Seth said he appreciated the communications work and really liked the video shared that showed the connection between the Affordable Housing Bond and Supportive Housing Services Fund. He said that over the last couple of decades as technology changed and the mission changed to end homelessness rather than only manage it, they have focused on outcomes, but that isn't speaking to the public. He thinks they need to see a percentage of a larger total, for example, if they house 3,000 people, what is that being measured against? People don't know how good housing 3,000 people is, is it out of 5,000 or 100,000 people, because that's a huge difference. He said that people want to see how outreach is happening and if you engage with the media, picking up trash is a big deal and seeing people with clipboards is a big deal. He liked the idea Susan shared. He thinks the numbers need to be a percentage of a whole, even if the total is imperfect.

Patricia agrees with Seth that context, as well as the broader landscape of the system, is going to be important to delivering a message that resonates with people, because it will help bridge the cognitive dissonance. She said that people just want to know what's happening and that they don't differentiate between Metro, State, Counties, et cetera, but instead, see it all as government. She agreed that they need to tell a story to show all the pieces coming together. She shared an update that Metro is working on a Request for Proposals for strategic communications work.

Felicita recommended using the mail to reach people and not just social media and virtual channels.

Jenny was curious to hear if there are resources they're relying on to get back to some of the basics to talk about what the challenges or causes are. She said that there's a void of people understanding what the issues and solutions are and so they may be coming up with ideas that aren't accurate.

*Cliff thanked Jenny and said that for the most part when they talk with Metro leadership and Council, they help them to identify what they can say and that is that "this can happen to anybody" and offering some solutions. They thanked her for bringing up that there are key resources that they can build into more of the communications. Currently, there are lots of conversation internally about how they are countering or perpetuating stereotypes.*

Co-chair Emmons offered to be interviewed to share about the historic loss of affordable housing in the region.

*The following two links were also shared during Lauren's presentation.*

- To subscribe to the newsletter email:  
<https://library.oregonmetro.gov/files/branding/metro-mailchimp-affordable-homes-signup-form.html>
- To see the story map publication:  
<https://storymaps.arcgis.com/stories/da1f3c4d9252422aba49bf93d04fa45d>

### Tri-county planning body update

*Details for this presentation are in a slide deck and found in the final meeting record.*

Liam Frost, Assistant Director of Housing, Metro, introduced himself and said that the Tri-County Planning Body is meant to find regional opportunities for investments that will build up into a regional plan that will come to the oversight committee in segments.





## **Supportive Housing Services Oversight Committee Meeting Summary**

Abby Ahern, Senior Housing Planning and Policy Coordinator, Metro, used a slide deck to provide an update on the Tri-County Planning Body's work. She said that the Tri-County Planning Body regional goals are focused on Coordinated Entry, unit/landlord recruitment and retention, and healthcare system alignment.

### **Next steps**

This agenda item was skipped because the meeting ran out of time.

### **Adjourn**

Meeting adjourned at 12:02 p.m.

Minutes respectfully submitted by Ash Elverfeld.



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: July 24, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Update on Metro tax collection and disbursement through June 2023; update on Multnomah County corrective action plan; discussion on county reimbursement / invoicing processes and opportunities for system improvements.

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### Member attendees

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

### Absent members

Maria Hernandez (she/her), Seth Lyon (he/him), Mike Savara (he/him), Kathy Wai (she/her)

### Elected delegates

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

### Absent elected delegates

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

### 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.

### Conflict of interest declaration

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

### Public comment

No public comments provided in advance or testimony given in the meeting.

## Supportive Housing Services Oversight Committee Meeting Summary

### Metro finance update: Metro tax collection and disbursement update

Rachael Lembo, Finance Manager, Metro, shared that Metro had collected \$337 million total for the fiscal year 2023. She said the high number was primarily due to payments from the previous fiscal year. She was not expecting this dollar amount to be repeated in future years due to taxpayers being broadly aware of the tax at this point in time and therefore late tax filings will not be as high.

### Update on Multnomah County corrective action plan

Patricia Rojas, Regional Housing Director, Metro, shared that an agreement had been reached between Metro and Multnomah County on the Corrective Action Plan areas of investment. Metro will send the plan to the committee once it has been finalized. She said the funds will be spent throughout the next fiscal year.

Patricia let the committee know that Metro will provide the oversight committee regular updates as part of their fiscal oversight responsibility.

Members of the committee asked questions and expressed urgency to move forward with the plan.

### Discussion: Opportunities for system improvements on reimbursement/invoicing

*Details for this presentation are in a slide deck and found in the final meeting record.*

Co-chair Dr. Taylor opened by noting that service providers have shared their challenges of receiving reimbursement from the Counties with the committee in anecdotal ways. He introduced Adam Brown (he/him), Deputy Director, Health Housing and Human Services, Clackamas County, to present the standardized elements that the three counties use for their contracting terms and business practices. Adam noted that there are nuances to each County process, but he would be focusing on the similarities and he used a slide deck for his presentation. He reviewed contract payment terms, invoice timelines and processes, challenges and opportunities, and administrative and indirect costs.

Co-chair Dr. Taylor thanked the county representatives for being at the meeting. He noted that advances are provided on a case-by-case basis to providers and asked if there had been any recent consideration to create a more standardized approach for advances especially for contractors demonstrating excellency.

*Adam said they have talked about advancing often and from his perspective it solves cash flow in a moment and then becomes a rigorous administrative process for counties and providers afterward. He wondered if they can be more creative to solve the cash flow problem without advances and instead provide funding up front as a one-time offer to solve the problem.*

Ben asked what the difference is between advances and up-front funds?

*Adam said that the Joint Office has done it and Clackamas County has as well- it is providing one or two months of contract value and it is not something the contractor has to reconcile against. That would get that up-front money out to providers in addition to the funds that would ultimately be reimbursed for the provision of services.*

Felicita Montebianco thanked Adam for the presentation. She asked him who decides which providers get advances?

*Adam said that so far, their experience has been that the Chief Financial Office is involved in this decision at Clackamas and Multnomah Counties.*

## Supportive Housing Services Oversight Committee Meeting Summary

*Jes Larson (she/her), Assistant Director, Department of Housing Services, Washington County, said that at their county the division's finance director would be responsible for the decision.*

Felicita also asked about the difference between indirect and administrative costs, do providers get to negotiate administrative reimbursement?

*Adam said that for Clackamas and Multnomah County, it is not really a negotiation. The providers have a federally approved indirect rate and have to be consistent with their methodology across their funding sources.*

Rachael Lembo noted that Metro does not decide whether counties provide advances. She added that Metro has been working closely with county finance staff. She said Metro is leaning into their role as a convener and creative thinker with county finance staff to bring ideas to their county leadership to help encourage some of the change.

Adam said that the black and white thinking is what finance staff do well and rigid thinking is good for financial spaces. But he also noted a culture shift may need to happen and that fiscal staff need leadership support for flexibility in policies.

Carter said that now is the time to be more flexible. He mentioned the slide on definitions and asked about the difference between indirect and admin costs.

*Adam replied that the terms often get conflated but that general administrative overhead that is not attributable to any specific program is indirect cost. He said admin cost has to be directly attributable to work performed for a specific program.*

*Adam added that if an agency is getting federal funding, they must have a set indirect rate they use universally.*

Dan liked the idea of double allocation in the first month that Adam had mentioned and referred to as a one-time upfront funding. He wondered what else they could do besides parallel processing to shorten the timeline of handling errors.

*Jes confirmed that Washington County has really struggled with the invoicing and are in the midst of making big changes to improve their processes.*

Jes shared that Washington County has used the advances method and have also run into challenges with it, like Clackamas County. Previously, Washington County had one staff member reviewing invoices and that was not enough staffing, but now they have four staff in response to the need. They also hired Fahad to streamline processes in their department, and they are looking at creating automation processes next year to improve accounting processes.

Kanoe Egleston (she/her), Director of Programs, Joint Office of Homeless Services, Multnomah County, shared that they have established a parallel invoice review process that has been integral for them internally. She said they are also seeing opportunities to provide technical assistance to providers as issues arise so that invoices are coming in in better condition for quicker review and approval.

Ben asked on behalf of the committee if the investments are leading toward a quicker turnaround.

*Adam said that if they had a perfect invoice coming in, they would not be having this slow return. He stated that there are processes in government that can be improved, there is a lot of systemic issues tied up in it and he sees them making progress.*

## Supportive Housing Services Oversight Committee Meeting Summary

Jeremiah asked if there is a good sense of the financial need for providers when it comes to cash flow?

*Felicitia has heard from a provider that had to dip into their reserves and she thinks it depends on the scope of their services, which is different from provider to provider.*

Jeremiah asked about the third-party technical assistance and if it is a model that could be used in more areas than just technical assistance?

*Adam said there is a question around fiscal sponsorship support and that some small organizations could be working with larger organizations and utilize their support.*

*Patricia said that the SHS Work Plan requires Metro to engage in program evaluation in year three. She said this conversation dovetails with the next steps for Metro.*

Felicitia asked how the counties are approaching risk in this current housing and homelessness emergency? Are there options for piloting and doing new things?

*Adam thinks that warrants a larger conversation at the Chief Financial Officer level and they have not talked about it in terms of risk tolerance.*

*Antoinette Payne, Multnomah County, agreed with Adam and thought it would be helpful for them to discuss as a group of lead finance staff at the counties.*

Fahad Kazi, Senior Financial Analyst, Washington County, shared that they have a backlog of invoices, and they do not have the correct supporting documentation. He said they are closing the fiscal year out and taking stock of the invoices and then will work on getting leadership to sign off on paying them.

Dr. Taylor asked if they are tracking where things are going awry?

*Adam said invoice errors have mostly been reviewed anecdotally and addressed on one-off basis. Their response has been to grow the system as fast as they can and now they are ironing things out and evaluating what needs to change.*

Patricia said the Metro evaluation of programs will begin this year and there is opportunity for the committee to advise on how that evaluation could happen. This is one area that Metro will be reviewing and will work with the counties together to discover options for solving challenges.

Becky thanked Jes for sharing their challenges with advances. She asked how they are incorporating suggestions and needs of service providers into discussions of solutions for quality improvement?

*Rachael has asked each county to bring what they know and are being told by providers to the regular meeting between finance teams. They will then categorize the challenges and project plan on how to address each one.*

*Jes said they have a monthly meeting with the executive directors of service providers and shape the agenda based on what they want to discuss. They are receiving feedback from providers there and sometimes the providers have differing experiences. And for providers operating in three different counties, they should not have to do things differently in every county.*

Adam would like to figure out how to bring service providers to the table when fiscal conversations are happening but noted that the counties need to build trust and respect with an orientation toward problem solving with the providers first.

## Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Emmons appreciated Adam's statement and them owning the problem. She hears them saying that they can do better and wanted to also hear that providers are considered equal partners with the counties, but she had not yet.

Co-chair Emmons asked if besides Washington County, whether the other counties are also able to feel the same latitude to invest in their fiscal teams.

Felicita asked if human service providers are treated differently than other vendors in procurement like someone selling toilet paper?

*Adam said that there is a difference between when you provide human services and items like paper products.*

Felicita asked if it is similar oversight to construction crews?

*Adam said yes.*

Commissioner Jayapal noted Washington County's approach and that down the road they may have reimbursements based on outcomes. She said it is more complicated than the toilet paper analogy, but it could solve some issues and get everyone on the same page about outcomes.

Fahad said that they have some precedence where shelter invoicing is connected to outcomes. Their supporting documentation requirement for shelters is next to nothing and they hope to expand that to their other programs. They want to create equitable rates across the system.

Jes said that shift would be really significant and they would want to do it in alignment with the other counties.

Jenny was heartened to hear that Washington County is looking at a different approach. She has seen for-profit businesses state their rate and have it approved, but for human service providers, it is not the case. She said that right now she feels the urgency requires some boldness in approach and the public is most concerned with outcomes. She added that people care about fraud or misuse of funds but would care more about meaningful change in outcomes.

Ben reflected back on the conversation and appreciated the counties joining the meeting and answering questions with transparency and courage.

Co-chairs Dr. Taylor and Emmons thanked everyone and closed out the conversation.

### Next steps

Nui reiterated that in the committee meeting packet members will find updates on the progress being made in response to the recommendations made to Metro Council.

### Adjourn

Meeting adjourned at 11:51 a.m.

Minutes respectfully submitted by Ash Elverfeld.



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: August 28, 2023  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Update on Multnomah County corrective action plan; update on Metro tax collection and disbursement through July 2023; presentation and discussion of county work plans and budgets for FY23-24; presentation of FY23 Q4 progress.

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### Member attendees

Co-chair Susan Emmons (she/her), Kathy Wai (she/her), Jenny Lee (she/her), Felicita Montebianco (she/her), Jeremiah Rigsby (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her), Seth Lyons

### Absent members

Maria Hernandez (she/her), Dan Fowler (he/him), Carter MacNichol (he/him)

### Elected delegates

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

### Absent elected delegates

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

### 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), Finnegan Budd (they/them)

### 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.

Committee did not have quorum to approve June and July minutes.

### Staffing update

Patricia Rojas, Regional Housing Director, Metro, stated that since the housing department had been established back in the fall, we have been granted 22 full time positions. We have recently offered a candidate the communications manager position; this position will bring on a consultant and communication analysts. We are working on capacity-building to support the providers in the community by building a new team to help coordinate this support. Liam will be leading this department, identified as technical assistance, to design this work on a technical and strategic level. Ash Elverfeld, previously a Metro Housing Program Assistant, was promoted to Program Manager, to help with capacity building and technical design. Valeria McWilliams, previously Senior Housing





## Supportive Housing Services Oversight Committee Meeting Summary

Policy and Planning Coordinator, will be stepping into a supervisory role with the Regional Alignment Team, also known as Tri-County Planning Body (TCPB) to help with that work. We are also growing our policy work and have identified several goals; Valeria's role will help this body to build a plan to meet these goals as well. Nui Bezaire, previously Metro Supportive Housing Services Manager, has been promoted to Permanent Supportive Housing Manager to help with this specialized work with a transition date of October 1. The housing department will be bringing on 3 managers and has been moving fast with recruitments, hiring six people in the last two months, seven if we are able to bring on the communications manager.

### Conflict of interest declaration

Jenny Lee, Coalition of Communities of Color, and Mike Savara, Special Initiatives Director at Oregon Housing Community Services, shared potential, or perceived conflicts of interest.

### Public comment

Cole Merkel, Co-Director, Here Together, provided public comment. He followed up on a letter sent by his organization the Friday before this meeting (8/28/2023) to Metro.

Cole said that the Metro Supportive Housing Services dashboard is the most helpful place for people to see the progress made for the public; however, they believe it is unclear how the funds were allocated. They are requesting that Metro reassess their regional goals based on what was learned during year one of the program, and what we have learned due to the pandemic. They are requesting that Metro clearly shows what funds were allocated to Population A vs. Population B. They would also like to know when the Regional Long Term Rent Assistance (RLRA) will be saturated since it is clear this will be before the 10-year mark. They are hoping that by reassessing these goals, the Supportive Housing Services program can be reamplified.

They also urged the committee to be sure to pay close attention to the non-displacement of funds measure, which was included in the IGA (Intergovernmental agreement). This measure acknowledges that preventing homelessness requires partners on all levels of the government, local, state, and federal. This is a crucial accountability tool that shows that taxpayers dollars will not be used for anything, but Supportive Housing Services funds. Washington County was the only one to have this displayed and would ask other counties do the same.

Ben Duncan, Facilitator, Kearns and West, asked if the committee are wanting Metro staff to respond to the public comment, please show a thumbs up.

*Several committee members raised their thumbs. Mike Savara said they may want Metro to follow up via email, or in a following meeting rather than in the moment. Ben clarified that this discussion would be for a future date, so they can have intentionality and some deliberation.*

### Update on Multnomah County corrective action plan

Patricia said she is pleased to announce a signed agreement between Metro and Multnomah County for this Corrective Action Plan. This was included in the committee's packet. This tool was established in the IGA to help solve any number of issues. There was a material deviation from the FY23 budget. Their budget was underspent and this plan should help to get them back on track. Some of the areas that were noted were housing placements, housing retention, etc. There are strategies to help with giving money directly to providers through grants and money to help with nonprofit development such as staffing and organizational development. Metro will receive monthly updates, and are planning to send quarterly updates to this committee through written updates in the packet.



## Supportive Housing Services Oversight Committee Meeting Summary

Felicita Montebianco asked about the 2% cost of living adjustment, she is surprised at this number due to prior knowledge and a report that recently came out. This number feels low. Joint Office came out with a compensation report, and let us know that people are not being compensated fairly which is leading to burnout.

*Patricia responded that this is another 2% on top of the 5%. The 2% is retroactive. This will total around 7% for this year's cost of living adjustment.*

Susan Emmons asked about rent assistance, with the trajectory of 10 million rental assistance dollars to be spent by June 2024, 275 households served, with 0 dollars spent in quarter one, and a projected 2.5 million spent in quarter 2 – Does Metro expect that these contracts will be executed before the September 25<sup>th</sup> committee meeting? Will this money be ready to roll October 1<sup>st</sup>?

*Patricia responded that this is a question for Multnomah County staff, and Metro will check in with them after this meeting unless there is a representative who can give an update. There are contracts already in place that have rental assistance as a line item, the corrective action plan would be used to help allot more money to these existing programs and show the increase in funds towards them.*

Commissioner Jayapal, Multnomah County Commissioner, suggested that Serena Cruz, Chief Operating Officer, Multnomah County, give a brief answer to Susan regarding rent assistance and monitoring.

Serena responded that there is an updated corrective action plan attachment that shows 10 million dollars less in FY24 since it will be spent in FY23. This will be shared with Metro. The Board must approve 17 million dollars, which has not been done yet, but they will know by the end of September. The rent assistance is for housing placement services and these things take time. The top priority with this money is to support capacity building with our community-based organizations. She stated that the contracts team needs direction and that the county is going to focus on capacity building grants so that organizations can retain staff and recruit the workforce they need.

Co-chair Emmons responded with a question, in terms of community-based organizations and distributing funds, it was said that the county would contract with outside organizations to handle those grants. Is this no longer the case?

*Serena responded that they were denied assistance from several foundations now, and that unless they can find someone, they will be distributing the funds themselves even though this violates their policies. This would mean setting up a new set of policies to be able to do this work. The county is exploring one more alternative before they settle on this decision. They have a strong belief that if the distribution is taken over by a third party, the money would reach organizations faster and their contracts team could focus more on other priorities.*

Co-chair Emmons responds that the committee has a lot of faith in the county, and that she is aware they share the same goals; however, rent assistance and regional long term assistance are the best way to get money out there to people who need it. It is her hope that they are able to get the money to existing providers by October 1<sup>st</sup> because there was a lag time last year, and many people who were ready to use the funds.

*Serena responded that the county is trying to reform the work they are doing while they are doing it. That they are trying to utilize some of the budget that was approved last year, this*



## Supportive Housing Services Oversight Committee Meeting Summary

*year with existing contracts, and that they also hope to be able to get the ball rolling as soon as possible.*

Felicita asked how they will receive updates on the corrective action plan.

*Patricia responded that she imagined some updates to be given quarterly with the updates that Metro staff already produce. She is also thinking there will be written updates in the packets per each meeting once we begin to receive the monthly updates from Multnomah County.*

### **Metro tax collection and disbursement update**

*Details for this presentation are in a one page update and can be found in the final meeting record.*

Rachael Lembo, Finance Manager, Metro, stated that the July collections were just over 15 million which was higher than last July. On the first chart, it shows a line for collections for FY22 and FY23. Then there is a small dot for where we are in FY24 where we only are one month in. Just to set expectations, they believe that this year will be somewhere between FY22 and FY23. FY22 was the first year and not everyone was aware of the tax, so finance knew there would be some spillover in FY23 and because of this, FY23 collections were higher than projected. So, FY24 will be somewhere in the middle, and we can confirm this as we continue to track that as we move through this fiscal year.

### **Washington County FY24 work plan and budget**

*Details for this presentation are in a slide deck and can be found in the final meeting record.*

Jes Larson, Assistant Director, Department of Housing Services, Washington County, used a slide deck to provide an overview of their fiscal year 2023-2024 work plan and budget.

Ben Duncan asked whether there was an allocation distribution for population A versus population B or how much funding is allocated program services activity between these two populations?

*Jes responded that this was not something that was reported on in year one because there was not a methodology for how to report population A or population B in distribution in our allocated funding. Staff are finalizing this methodology, and we should see this in the annual report. There are also some investments that cannot be distinguished between the populations, and this will provide some clarification for the counties to use the same approach to provide this measurement. In the meantime it is the counties' intentions to be consistent with their annual workplan, local implementation plan, program plan, with the 75/25 distribution into population A and population B programs.*

Co-chair Emmons asked when we will know about retention with the regional long-term rental assistance or when we will get a report on the retention rates of the regional long-term rental assistance.

*Jes responded that there will be a report for the regional long term rental assistance program in the annual report; however, for rapid rehousing since this is in its first year, this will not be in the annual report since it is harder to track in its beginning stages. There is a goal for year three that they begin to measure how people may be in the program – do they need a high level of care? How they graduate from this? Retention and how to help people move on from the program go hand and hand and are a goal for year three.*

### **Clackamas County FY24 work plan and budget**



## Supportive Housing Services Oversight Committee Meeting Summary

*Details for this presentation are in a slide deck and can be found in the final meeting record.*

Vahid Brown, Deputy of Housing and Community Development, Clackamas County, used a slide deck to provide an overview of their fiscal year 2023-2024 work plan and budget.

Co-Chair Taylor asked what the county perspective is on what they foresee to be the system challenges of ramping up these programs or if there are any barriers to ramping up or expanding.

*Vahid responded that the organizational contract consultants speak to the challenge. The ability of small non-profit organizations to be able to grow rapidly, hire a lot of staff, and retain/maintain that staff is a global issue. We are asking organizations that have sometimes never received funding to enter these million dollar contracts, to hire on staff to support them, to report on and turn in invoices, and check in on data and data quality. The system is stressed out, as are our providers. We are using the carryover dollars to try and help to address these issues.*

Co-Chair Emmons asked whether or not Clackamas County is being given the staff to implement all of these changes, and promote in their positions.

*Vahid responded with an "unqualified" yes. The team has grown by quite a bit at this point. There's fiscal staff, administrative staff, coordinated entry staff, contract staff, etc. They are going to be adding additional staff, so yes. It feels like they have the staff they need now.*

### **BREAK 11:07 – 11:12**

#### **Multnomah County FY23-24 work plan and budget**

*Details for this presentation are in a slide deck and can be found in the final meeting record.*

Kanoe Agelson, Program Director, Joint Office of Homeless Services, and Antoinette Payne, Finance Manager, used a slide deck to provide an overview of their fiscal year 2023-2024 work plan and budget.

Co-Chair Taylor asked where the allocation was for outreach services.

*Kanoe and Antoinette responded that safety off and safety on are where you see the allocation for outreach services. They are combined to mean safety off referencing shelter and then safety off as outreach. It is also in the system access and coordination. Also wanted to highlight that the Multnomah Housing Now will be another source of outreach and engagement.*

Co-chair Taylor responded with the comment that it may be helpful to disaggregate this data so that people are easily able to see the allocation of funds.

Co-chair Emmons asked whether or not the county could give an example to how helpful or how the by name Built for Zero initiative helps one chronically homeless individual.

*Kanoe responded that this list is helpful for providers because it provides a comprehensive snapshot of who is experiencing houselessness especially with the population a definition. She also said they could provide a more robust answer later.*

Co-chair Emmons followed up with another question about staffing levels and the support from the county.

*Dan Field, Director of the Joint Office of Homeless Services, joined as a panelist to respond about staffing. The Joint Office is working with a consultant to help identify their staffing needs. A new deputy director is being hired, as are some staff in the fiscal department, and*



## Supportive Housing Services Oversight Committee Meeting Summary

*others. They are working to get there quickly but recognize that they need the right people with the right set of skills to join their team. They are aware of skills and people missing from their office and are hoping to hire more staff on soon.*

*Ben asked how they watch the ratio for population A versus population B, if it is built in or in line with their work plans like Washington County.*

*Kanoe responded that they are closely in line with the ratios with having 85% to 15% for population A and population B in fiscal year 2022. In the annual report, however, it will show something like 73% to 27% for population A and population B. She also agreed that there is a regional methodology in the works that they are hoping to utilize when it comes online.*

### Metro presentation of FY23 Q4 regional progress

*Details for this presentation are in a slide deck and can be found in the final meeting record.*

Nui and Rachael presented used a slide deck to provide an update on FY23 Q4 regional progress.

Mike Savara asked who is setting the goals for the programs. Are they a guess at what the counties can do? Did they come from the local implementation plan?

*Nui responded that there was not a work plan for FY22, and so the counties worked off their local implementation plans to produce program goals. However, this year, we have created annual work plans which identify programmatic goals. These annual work plans are due from the counties by April. These program goals can be found on the Metro website. Year three work plans are the packet and will be posted to the website shortly.*

### Next steps

Nui closed with next steps. The FY23 annual report process has already begun in the interest of a shorter timeline. This timeline will be shared with the committee by the next meeting. There will be a technical writer that helps write this, chances for committee engagement, and analysis based off the reports from the counties. The hope is to have it drafted by January 2024 and presented to the jurisdictions by March 2024.

### Adjourn

Meeting adjourned at 12:00 p.m.

Minutes respectfully submitted by Finnegan Budd.

## **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.

# Memo



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: September 25, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY24 Monthly Tax Collection and Disbursement Update

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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.

Note: The report has changed from previous months in the following ways:

- The Tax Collections chart now shows monthly payments made by taxpayers over calendar years. As the tax begins to stabilize this chart will provide a helpful comparison to payments made in the same month of the prior year.
- The Tax Revenue and Disbursement summary now shows taxes on an accrual basis, instead of a cash basis. This monthly tax report will now align with the quarterly financial reports.

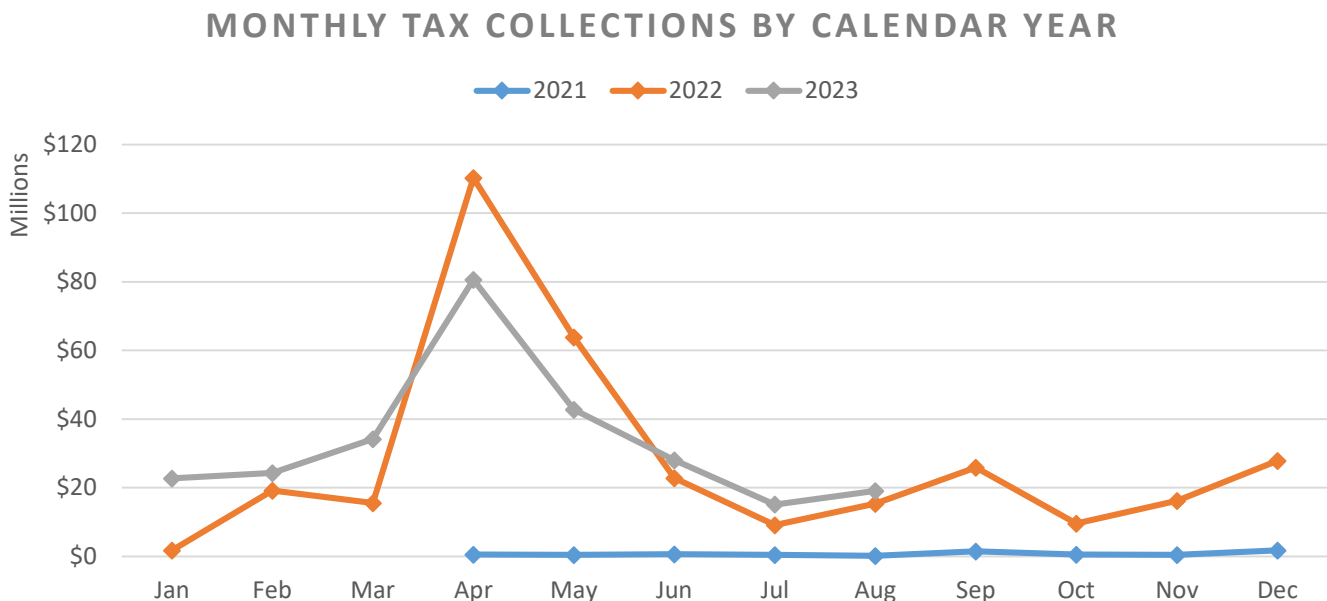
## Tax Forecast Update

Based on the first two years of SHS tax collections, along with State tax return data, Metro has determined that a more reasonable forecast for the FY 2023-24 SHS taxes would be \$320 million - about \$85 million above the estimate from November 2022. Given the newness of the tax, as well as enforcement actions that continues to bring in revenue from multiple tax years, the potential remains for significant forecast deviations (+/- \$50 million). Metro will be developing an updated five-year forecast incorporating data through October.

Metro issued a memo analyzing the [FY 2022-23 SHS Taxes Fiscal Year-End and FY 2023-24 Forecast Update](#) at the end of August.

## Tax Collections

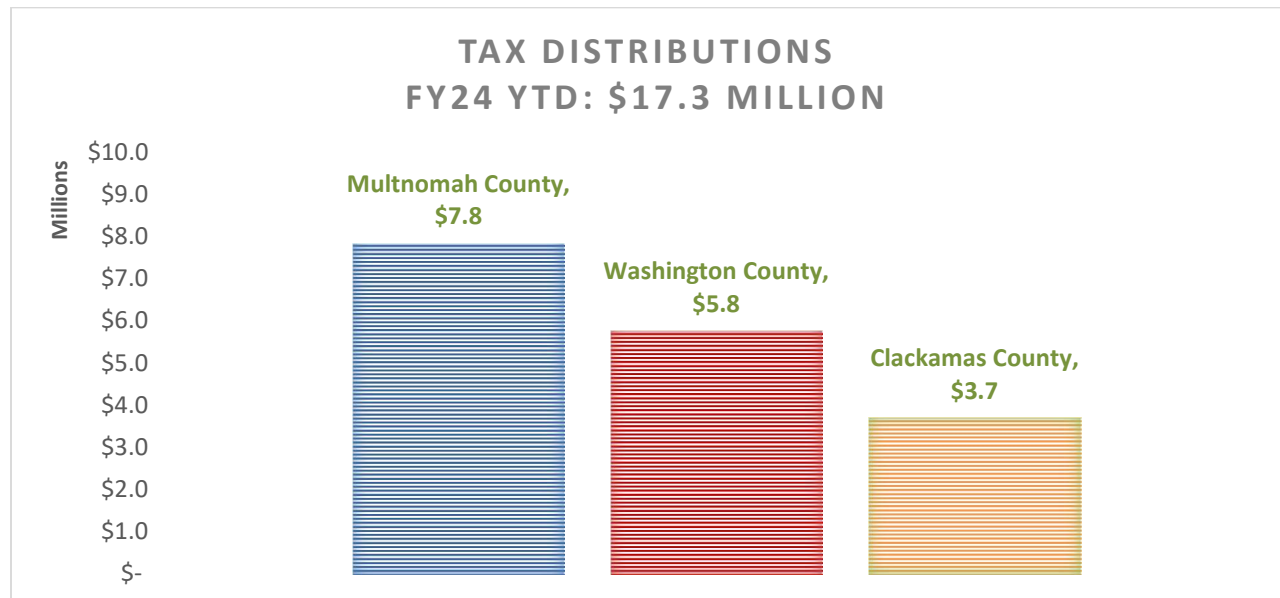
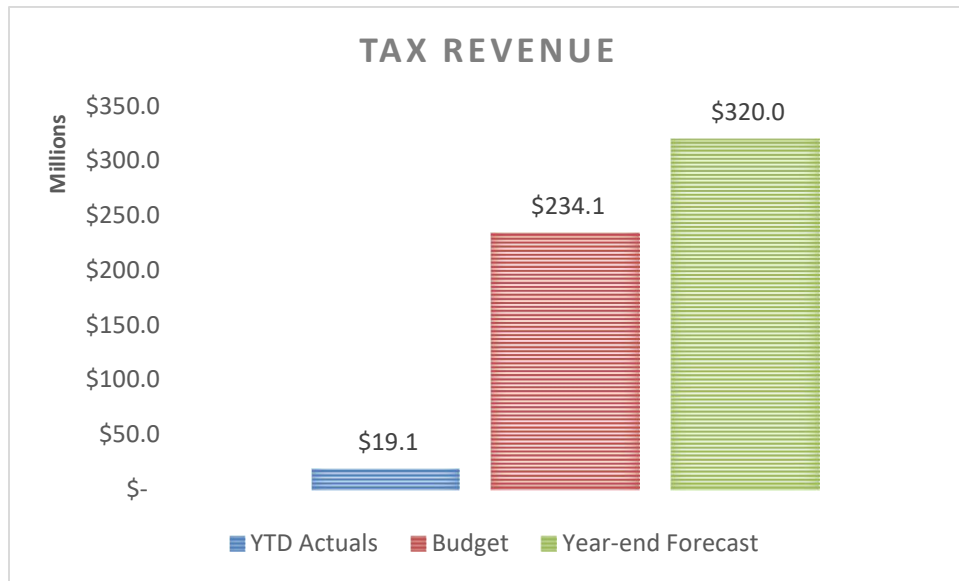
Monthly tax payments made to the tax administrator are shown below.





**Tax Revenue and Disbursement Summary**

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator for August 2023, received by Metro and disbursed to County Partners in September 2023. Collections for July 2023, received by Metro and disbursed to County Partners in August 2023, were recorded as revenue in FY23 under governmental accounting rules.



## Supportive housing services - Regional oversight committee

FY22-23 annual report timeline

September 18<sup>th</sup>, 2023

Metro had updated the oversight committee dates through February 2024 to accommodate holiday schedules and align with the needs of the annual report process.

These changes are captured below, as are the topics for the meetings (annual report topics are underlined), and approximate dates when committee members should expect materials related to the annual report for review in advance of meetings.

Previous date	New date and topics	Materials and deadlines
October 23 <sup>rd</sup>	<b>November 6<sup>th</sup> (extended to 1pm)</b> <ul style="list-style-type: none"> <li>– Metro tax collection and disbursement update (through September)</li> <li>– Metro quarterly recommendations update</li> <li>– Tri-county planning body update</li> <li>– <u>Annual report presentations from counties</u></li> </ul>	October 31 <sup>st</sup> <ul style="list-style-type: none"> <li>– Annual reports from the counties due (<i>to be shared with the committee and posted on the website as soon as possible</i>)</li> </ul>
November 27 <sup>th</sup>	<b>December 4<sup>th</sup></b> <ul style="list-style-type: none"> <li>– Metro 5-year projections</li> <li>– Metro annual operations update</li> <li>– <u>Additional discussion on annual reports</u></li> <li>– <u>Guided discussion on report priorities and content to develop outline for regional annual report</u></li> </ul>	November 27 <sup>th</sup> <ul style="list-style-type: none"> <li>– Draft outline shared in packet</li> </ul>
<i>New meeting</i>	<b>January 8<sup>th</sup></b> <ul style="list-style-type: none"> <li>– Metro tax collection and disbursement update (through November)</li> <li>– FY24 Q1 presentation</li> <li>– <u>Review and discuss the first draft of report</u></li> <li>– <u>Begin to develop / refine recommendations</u></li> </ul>	January 2 <sup>nd</sup> : <ul style="list-style-type: none"> <li>– First draft of report in packet (<i>may be shared sooner if possible</i>)</li> </ul>
January 22 <sup>nd</sup>	<b>January 29<sup>th</sup></b> <ul style="list-style-type: none"> <li>– Metro tax collection and disbursement update (through December)</li> <li>– Metro quarterly recommendations update</li> <li>– <u>Review second draft of report</u></li> <li>– <u>Continue to develop recommendations (if needed)</u></li> </ul>	January 15 <sup>th</sup> : <ul style="list-style-type: none"> <li>– Second draft of report shared via email</li> <li>– Draft recommendations shared via email</li> </ul>
<i>Meeting was not yet on the calendar</i>	<b>February 26<sup>th</sup></b> <ul style="list-style-type: none"> <li>– Metro tax collection and disbursement update (through January)</li> <li>– <u>Final draft of report</u></li> </ul>	February 12 <sup>th</sup> : <ul style="list-style-type: none"> <li>– Final draft of report, including recommendations, sent to committee via email</li> </ul>

## SHS ANNUAL REPORT TEMPLATE DRAFT (Year 2)

Highlighted in yellow is new/added content compared to Year 1's template.

### Overall Guidance:

- Purpose: communications tool + an oversight/accountability check against your LIPs, and annual budgets/work plans.
- Be succinct and brief
- Each county please follow the same order of topics in your report
- Integrate stories throughout as appropriate. Feel free to use Metro's stories.

### Outline (Revised):

1. **Executive Summary**
2. **Annual Outcomes to Goals**
  - a. Workplan goals/outcomes
  - b. Regional goals/outcomes
  - c. Other (may include RLRA)
3. **System Capacity and Coordination**
  - a. Provider capacity
  - b. Regional coordination
  - c. Affordable housing bond
  - d. Update on Oversight Committee recommendations
  - e. Other
4. **Evaluation and Quality Improvement**
  - a. Equity analysis
  - b. Other
5. **Financial Overview**
6. **Attachments**
  - a. Workplan goals and outcomes
  - b. Required regional reporting metric outcomes
  - c. SHS funded programs overview
  - d. SHS contracted providers overview
  - e. Additional, as needed by each county

## CONTENT GUIDANCE

### Executive Summary

**Purpose:** A roll-up of progress, highlights, successes and challenges. Hit the high notes. Tell your story of growth, implementation, and how you expanded and built from the first year. This might be an especially good section to have comms staff write.

#### What to include:

- Narrative that summarizes overall **progress and outcomes under the local implementation plan, your annual work plan and your investments this year.**
- Overall highlights for the year:
  - What were your key successes?
  - What positive impacts has SHS had on your service system? What has SHS added that you did not have before?
  - How has SHS made a difference for people experiencing housing stability and homelessness? Consider a story here.
- Challenges you faced this year:
  - What are the main challenges/barriers to implementation you faced this year?
  - How did these challenges impact your capacity, implementation and outcomes?

### Annual Outcomes to Goals

- Annual work plan goals
  - Summary of the progress you made on your annual work plan goals.
  - Tell your story about successes and challenges this year in meeting these goals.
  - Please complete the progress-to-goals charts in Attachment B.
- Regional Goals
  - Describe your overall progress advancing SHS regional goals (Metro SHS Work Plan Section 5.2), by section. How did your investments and/or activities advance or meet these goals?
  - For reference:
    - **Housing Stability:**
      - Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.
      - Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.
      - The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.
    - **Equitable Service Delivery**

- Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.
  - All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.
- Engagement and Decision Making
  - Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies.
  - Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making.
- **Regional Outcomes**
  - **Provide a data reporting** on all required regional outcome and equity metrics (refer to the Work Plan at section 5.2, and see Attachment C.
  - You can show your data in the body of the report, or include it all as an attachment.
  - Use the methodologies developed by the tri-county data workgroup
- **Other Outcomes (e.g. RLRA)**

## System Capacity & Coordination

- **Provider Capacity**
  - Your story about provider expansion overall. What did you start with before SHS? Where are you now? What have you learned?
  - Your story about culturally specific providers. How many providers did you contract with before SHS? How many now? Demonstrate how you are increasing investments in culturally specific providers over time
  - Description of how your SHS procurement processes were equitable and transparent
  - Efforts to address workforce and wage inequities. What strategies have you employed so far? Have they made a difference? What data are you tracking to understand that?
- **Regional Coordination**
  - A summary of coordination work across the three counties to date
  - Describe all regional efforts/projects initiated or underway in the program year (RLRA, data alignment, technical assistance, culturally specific expansion, etc...)
- **Affordable Housing Bond Alignment**
  - Housing projects where SHS/Metro Affordable Housing Bond funding is integrated
    - # of PSH units, # of other permanent housing units (e.g. homeless preference units that are not PSH)
    - Describe how you've been able to leverage the Metro Affordable Housing Bond

- **Update on SHS Oversight Committee Recommendations**
  - **COMMUNICATIONS:** Description of your communications efforts to tell your SHS story, investments you've made in communications or any comms programs/activities you've implemented.
  - **CROSS-SECTOR ALIGNMENT**
    - Work to date to coordinate access to services across sectors
    - Any cross-sector programming you've implemented
  - **DATA:** Data capacity enhancements, expansions and/or improvements
    - Increased data staff? What are they working on?
    - Better systems? Data quality practices/improvements?
    - Built for Zero update and what impact this work has had on SHS
    - Data alignment and coordination efforts (can also add this to regional coordination if it's regional)

## Evaluation & Quality Improvement

- **Equity Analysis**
  - Describe your racial equity analysis process and findings
  - Baseline data: Please show comparative data (data from your first program year) so you can draw conclusions on current data. Recommend using data from Year 1 as a comparison to Year 2. You can also use other data sources if you are benchmarking against those...e.g, Coordinated Access Data, Census, etc.
  - Analysis of disaggregated outcomes data (regional metrics included from the previous section(s))
  - Culturally specific provider expansion strategies and the impact of these (can also reference provider capacity section)
  - What disparities and gaps remain
  - This is an opportunity to show what equity efforts looked like across the county over the past year. Expect narrative speaking to this.
  - Progress toward gaps identified in LIP equity analysis

## **Performance Improvement**

- Any strategies to adjust or augment SHS programming to improve performance and outcomes in future years
- Demonstration that improvement strategies are grounded in data
- Any evaluation activities planned and performed (required in Year 3)
- "What we've learned" that will apply to future implementation years

## Financial Overview

- Did you budget to the Metro SHS forecast? Did you include any savings from the previous year in your budgeting? Why or why not?

- Narrative that describes **how your investments contributed to your outcomes** this year.
  - *From the Metro SHS Work Plan: “The report will describe how the county spent SHS Funds in the previous Fiscal Year (July 1 to June 30) and **how those expenditures contributed to outcomes** as defined by their Local Implementation Plan (LIP) and regional outcome metrics.”*
- **Full financial reporting:** use the annual reporting template developed by the FRT
- Metro SHS Work Plan requirement: “A list of providers under contract with SHS funds, and the amount of SHS funds contracted with each provider” (can use template in financial workbook).
  - Refer to the page/exhibit with the provider chart
- Metro SHS Work Plan requirement: A certification that the county did not reduce funding commitments (did not displace funds) for SHS in the Fiscal Year
- Spend-Down
  - Did you follow your spend-down plan?
  - If you deviated from your plan and spent less, why? What were the barriers?
  - If a letter of concern or corrective action was initiated, what is the progress on that and how will you improve spending according to plan?
- Engagement: Please describe how you have **engaged stakeholders**, especially with communities of color and those with lived experience of homelessness. How has this engagement shaped your investments and decision making?

## Conclusion and Looking Ahead (optional)



## Attachment A: SHS Program Overview and Service Provider Contractor Overview

### SHS Program Overview (July 1, 2021 to June 30, 2023)

Name of Program	ProgramType(s) (shelter, PSH, RRH, etc)	Date Program Launched	Capacity (beds, people that can be served)	Population A/B	Contracted provider(s)

### SHS Service Provider Contractor Overview (July 1, 2021 – June 30, 2023)

Name of Provider	Programs/ Services in contract	Culturally specific provider? Y/N	Population Served (Black/ African American, immigrants, etc.)	FY 22-23 Contract Amount	Total invoiced in FY 22-23	Total paid in FY 22-23

## Attachment B: Progress to Annual Work Plan Goals

### Washington County

#### Section 1: Housing/Program Goals

<u>Description</u>	<u>Goal</u>	<u>Progress</u>
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	<u>500 units/vouchers</u>	
Number of housing placements into <b>Permanent Supportive Housing</b>	<u>500 households placed</u>	
Number of housing placements into <b>Rapid Re-Housing</b>	<u>400 households placed</u>	
Number of homeless/eviction preventions	<u>200 households stabilized</u>	
Housing retention rates in <b>Permanent Supportive Housing</b>	<u>85%</u>	
Housing retention rates in <b>Rapid Re-Housing</b>	<u>85%</u>	

- **Brief Narrative:** Did you meet your goals in this section? Why or why not? If you did not, what's your plan to get back on track?

#### Section 2: Racial Equity

**Regional Goal: 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**

<u>County Work Plan Goal</u>	<u>Progress</u>
Partner with more culturally specific providers in outreach, shelter, and housing placement programs	
Measure partner program staff diversity annually	
Re-evaluate Community Connect to ensure new phased approach results in greater access to housing programs for Black, Indigenous, Latino/a/e, Asians, Pacific Islanders, immigrants, and refugees.	

**Brief Narrative:**

- Did you meet your goals in this section? Why or why not? If you did not, what's your plan to get back on track?
- Please describe how your accomplishments in this section advanced your LIP.
- Please explain what you mean by "more culturally specific providers." What are you comparing that to? How do you know if you made progress?
- Describe how you will know whether re-evaluating Community Connect was effective. If you already re-evaluated them, what did you learn?

**Regional Goal:** Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs

<u>County Work Plan Goal</u>	<u>Progress</u>
Add three more culturally specific providers providing services through SHS programs	
Begin to measure the number of technical assistance hours provided with a goal to increase year over year assistance provided to culturally specific organizations.	
Capacity building cohort for culturally specific orgs – increase participation and define goals	

**Brief Narrative:**

- Please describe how the goals increased capacity for culturally specific organizations.
- Please name providers that were added and the communities they serve
- What does "begin to measure" mean? Describe methodology for measuring progress. What was your expectation for that this year? What did you learn this year from that measuring?
- How are you measuring increased participation for culturally specific orgs? Where did this participation start? What is it now?
- What are the goals you set for the culturally specific cohort?
- Did you meet your goals in this section? Why or why not? If you did not, what's your plan to get back on track?

**Regional Goal:** Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance

<u>Goal</u>	<u>Progress</u>
-------------	-----------------

Launch PowerDMS training suite that includes culturally responsive and anti-racist training program, ensure 100% participation annually of all system workers	
Evaluate training programs, with a focus on receiving feedback from providers of color, to inform and incorporate training program improvements	

### Section 3: Capacity Building

<u>Description</u>	<u>Goal</u>	<u>Progress</u>
Create new project-based PSH placements	<u>120 project-based</u>	
<u>Shelter beds (year-round)</u>	<u>80 beds</u>	
Increase Housing, Outreach and Shelter staff capacity	<u>Add 72 service staff</u>	

#### Brief Narrative:

- Describe what you mean by creating a placement. Does this mean a new unit/voucher that is able to be rented? Is this number in addition to your 500 total PSH “placements” you listed in the first goal?
- Did you meet your goals in this section? Why or why not? If you did not, what’s your plan to get back on track?

### Section 4: Other goals based on LIP

<u>Description</u>	<u>Goal</u>	<u>Progress</u>
Ensure geographic distribution of services and capital investments	Establish new outreach, shelter and access center services that ensure geographic reach and availability across urbanized Washington County.	
	Outreach services will ensure equal outreach capacity in all parts of urbanized Washington County	
	Additional shelter capacity will be created strategically to expand	

	access equitably across the County	
--	------------------------------------	--

**Brief Narrative:**

- Did you meet your goals in this section? Why or why not? If you did not, what's your plan to get back on track?
- You mentioned in this section that "Equitable distribution will be measured through mapping of new access services and of housing placements." Did you complete that mapping? Describe the mapping process.
- What did the results tell you? Can you please include a copy as an attachment?

## Attachment C: Metrics Reporting

The following are required regional metrics from Section 5.2 of the Metro SHS Work Plan

### A. Housing stability

Metric	Data Points	Outcome Data
Number of supportive housing units created and total capacity, compared to households in need of supportive housing.	# of SHS-funded PERMANENT supportive housing units/vouchers added since July 1, 2021 <i>(this is to show progress towards your portion of the 5,000 units/vouchers goal)</i>	
	Total # of PERMANENT supportive housing units/vouchers added in your system (regardless of funding source) since July 1, 2021	
	# of households in need of PERMANENT supportive housing in 2021 (baseline) (pop A)	
	# of households in need of PERMANENT supportive housing currently (2023) (Pop A)	
Number of households experiencing housing instability or homelessness compared to households placed into stable housing each year and outflow.	Use tri-county agreed methodology for inflow/outflow, that uses Built for Zero approach	

### Housing Placements

# housing placements – supportive housing*	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>				
<b>Total households</b>				
Race & Ethnicity				
Asian or Asian American				
Black, African American or African				
Hispanic or Latin(a)(o)(x)				
American Indian, Alaska Native or Indigenous				
Native Hawaiian or Pacific Islander				
White				
Non-Hispanic White (subset of White category)				
Client Doesn't Know				
Client Refused				
Data Not Collected				

Disability status				
	#	%	#	%
Persons with disabilities				
Persons without disabilities				
Disability unreported				
Gender identity				
	#	%	#	%
Male				
Female				
A gender that is not singularly 'Male' or 'Female'				
Transgender				
Questioning				
Client doesn't know				
Client refused				
Data not collected				

*\*Supportive housing = permanent supportive housing and other service-enriched housing for Population A such as transitional recovery housing*

#### **Housing Placements By Intervention Type: Rapid Re-Housing & Short-term Rent Assistance**

# housing placements – RRH**	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>				
<b>Total households</b>				
Race & Ethnicity				
Asian or Asian American				
Black, African American or African				
Hispanic or Latin(a)(o)(x)				
American Indian, Alaska Native or Indigenous				
Native Hawaiian or Pacific Islander				
White				
Non-Hispanic White (subset of White category)				
Client Doesn't Know				
Client Refused				
Data Not Collected				
Disability status				
	#	%	#	%
Persons with disabilities				
Persons without disabilities				
Disability unreported				



Gender identity				
	#	%	#	%
Male				
Female				
A gender that is not singularly 'Male' or 'Female'				
Transgender				
Questioning				
Client doesn't know				
Client refused				
Data not collected				

**\*\* RRH = rapid re-housing or short-term rent assistance programs**

***Housing Placements By Intervention Type: Other Permanent Housing Programs (if applicable)***

*If your county does not have Other Permanent Housing, please write N/A: \_\_\_\_\_*

# housing placements – OPH***	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>				
<b>Total households</b>				
<b>Race &amp; Ethnicity</b>				
Asian or Asian American				
Black, African American or African				
Hispanic or Latin(a)(o)(x)				
American Indian, Alaska Native or Indigenous				
Native Hawaiian or Pacific Islander				
White				
Non-Hispanic White (subset of White category)				
Client Doesn't Know				
Client Refused				
Data Not Collected				
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities				
Persons without disabilities				
Disability unreported				
<b>Gender identity</b>				
	#	%	#	%
Male				
Female				

A gender that is not singularly 'Male' or 'Female'				
Transgender				
Questioning				
Client doesn't know				
Client refused				
Data not collected				

\*\*\* OPH = other permanent housing programs (homeless preference units, rent assistance programs without services) that your system operates and SHS funds

Context narrative (optional): In no more than 500 words, please share any additional context about the data you provided above on Housing Placements.

[enter narrative here]

### Eviction and Homelessness Prevention

# of preventions	This Quarter		Year to Date	
	#	%	#	%
<b>Total people</b>				
<b>Total households</b>				
<b>Race &amp; Ethnicity</b>				
Asian or Asian American				
Black, African American or African				
Hispanic or Latin(a)(o)(x)				
American Indian, Alaska Native or Indigenous				
Native Hawaiian or Pacific Islander				
White				
Non-Hispanic White (subset of White category)				
Client Doesn't Know				
Client Refused				
Data Not Collected				
<b>Disability status</b>				
	#	%	#	%
Persons with disabilities				
Persons without disabilities				
Disability unreported				
<b>Gender identity</b>				
	#	%	#	%
Male				
Female				
A gender that is not singularly 'Male' or 'Female'				
Transgender				

Questioning				
Client doesn't know				
Client refused				
Data not collected				

### Housing Retention

Metric	Data Points	Outcome Data
Housing retention rates: PSH RRH	% of people placed into permanent housing programs who retained housing at 12 months and each 12 months thereafter.	
Length of homelessness and returns to homelessness	System: Average length of time homeless for people you've served in system (use HUD guidance)  Average length of time homeless for people served in SHS programs	
	System: Average rate of returns to homelessness (use HUD guidance) for households that exited to permanent housing in your system  Average rate of returns for people placed into SHS funded programs	

**Leveraged funds and services:** Describe the funds (estimated amounts and uses) and services leveraged through coordination with capital investments and other service systems such as healthcare, employment and criminal justice. [LIP requirement, Metro SHS work plan]

**Please describe capital funding that was leveraged this year. What was that capital funding leveraged for? What were the sources? Approximate amount leveraged? Please describe funds/resources that were leveraged for services, operations, rent assistance or other categories apart from capital. What was the funding leveraged for? What were the sources? Approximate amount leveraged?**

### B. Equitable service delivery

Measurable goals:

- Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.

- All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.

Metric	Data points	Outcome data
Scale of investments made through culturally specific service providers to measure increased capacity over time.	Amount of funding to culturally specific services providers (see chart below)	You can use Attachment A to satisfy this reporting requirement.  Describe other investments like TA/training/other programs for culturally specific providers (can use the provider capacity section for this)
	Other resources designated for culturally specific services providers	
Rates of pay for direct service roles and distribution of pay from lowest to highest paid staff by agency to measure equitable pay and livable wages.	Rates of pay for direct services roles (contracted partners)	Use WA County example as a model for this
	Distribution of pay from lowest to highest paid staff by agency	
Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience.	Diversity of contracted providers by race/ethnicity	Use WA County example as a model for this
	Diversity of contracted providers by sexual orientation	Use WA County example as a model for this
	Diversity of contracted providers by gender identity	Use WA County example as a model for this
	Diversity of contracted providers by disability status	Use WA County example as a model for this
	Diversity of contracted providers by lived experience	Use WA County example as a model for this

### C. Engagement and decision-making

Measurable goals:

- Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies.
- Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making.

Metric	Data Points	Outcome Data
Percent of all advisory and oversight committee members who identify as Black, Indigenous and people of color or as having lived experience of housing instability or homelessness	% of local advisory committee/board and oversight committee members who identify as BIPOC	Use WA County example as model for this
	% of local advisory committee/board and oversight committee members who have lived experience of housing stability or homelessness	Use WA County example as model for this

The following materials were received  
during the meeting.





Metro

# Metro Regional Supportive Housing Services

*Annual report process and improvements*

SHS Oversight Committee | September 2023

# Duties of oversight

- Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval;
- **Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals;**
- **Monitor financial aspects of program administration, including review of program expenditures; and**
- **Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.**



# Improvements to annual templates

## Program implementation

- Progress to annual work plan goals
- Progress to regional SHS goals
- Strategies to address workforce and wage inequities
- Updates on oversight committee recommendations
- Clearer updates across many areas of implementation, including stakeholder engagement and equitable service delivery

## Financials

- Improved communication on budget to actuals
- Clarity on unspent funds and their intended use
- Narrative regarding financial challenges
- Information about number of contracts and amount of contracted funding
- Clearly articulated financial expenditures to outcomes, including spending on Population A and Population B

# Timeline of FY23 annual report process

## **November 6th** (extended to 1pm)

- Annual report presentations from counties

## **December 4th**

- Additional discussion on annual reports
- Guided discussion on report priorities and content to develop outline for regional annual report

## **January 8th**

- Review and discuss the first draft of report
- Begin to develop / refine recommendations

## **January 29th**

- Review second draft of report
- Continue to develop recommendations (if needed)

## **February 26th**

- Final draft of report

## **March 2024**

- Presentations to Metro Council and jurisdictions

# County presentations

**Task:** Hear from counties on their annual progress; provide space for questions, clarification, and updates to county reports prior to the development of the regional annual report.

**Resources provided:**

- n/a, other than presentations (approximately 50 minutes for each county, including time for questions)

# Reviewing county reports

**Task:** Read and analyze counties' annual progress to provide feedback to counties and Metro, and to develop the annual regional report (led by technical writing consultant) and recommendations.

**Resources provided:**

- Report index and guiding questions
- FY financial review from Metro finance staff
- Metro program staff review for alignment with LIPs and template requirements
- Guided discussion of performance, challenges and outcomes

# Developing regional report

**Task:** Work with technical writing consultant to develop regional annual report, from the outline to final draft.

**Resources provided:**

- Draft report outline (informed by survey and guided discussion of performance, challenges and outcomes)
- Multiple annual regional report drafts, with opportunities to provide feedback between and during meetings

# Developing recommendations

**Task:** Develop recommendations guiding improvements to SHS implementation based on priority areas identified by the committee (e.g. strategic communications).

**Resources provided:**

- Jamboard exercise with priority categories based on previous committee discussion, provided before and during meeting
- Draft recommendations language developed by Metro staff, with opportunities to provide feedback between and during meetings

# Opportunities for feedback

- **In-meeting feedback**
  - Jamboard
  - Guided discussion
  - Open discussion
- **Outside of meeting feedback**
  - Survey
  - Jamboard
  - Email

**Overall committee improvements**



00:36:08 Ben Duncan (Kearns & West): team, can we please promote anyone in the attendees list who should be panelist

01:53:13 Patricia Rojas: We can do that. Thanks, Carter.

02:01:31 Becky Wilkinson (she/her): I need to step away for a moment

02:02:53 Patricia Rojas: Fantastic recommendation. Thank you!

02:10:53 Becky Wilkinson (she/her): Yes that is a great idea

02:19:17 Patricia Rojas: I'm going to move to phone. But will be listening and ready to speak if necessary.

02:30:14 Mike Savara: back! grabbing some coffee downstairs still, here and engaged!

02:39:27 Becky Wilkinson (she/her): I need to step away for one moment'

02:43:47 Mike Savara: Break out rooms? tricky with online/public meetings but I find it helpful too

02:46:34 Becky Wilkinson (she/her): I am so sorry I need to hop off a little early, thanks all. great discussion

02:52:06 Dan Fowler: YES!! Poll everyone now.

02:55:21 Mike Savara: Thanks so much all!!