

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

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 link](#))
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.

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.	Metro finance update: Metro tax collection and disbursement update
10:05 a.m.	Discussion: Update on Multnomah County corrective action plan
10:30 a.m.	Discussion: Opportunities for system improvements on reimbursement/invoicing
11:45 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.

Member attendees

Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Jenny Lee (she/her), Seth Lyon (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)

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 Montebalanco 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.

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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

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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 25th 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.

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

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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.



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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 regional oversight committee

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Arrive on time and prepared.

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

Listen carefully and keep an open mind.

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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.

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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.



600 NE Grand Ave.
Portland, OR 97232-2736

Memo

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

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

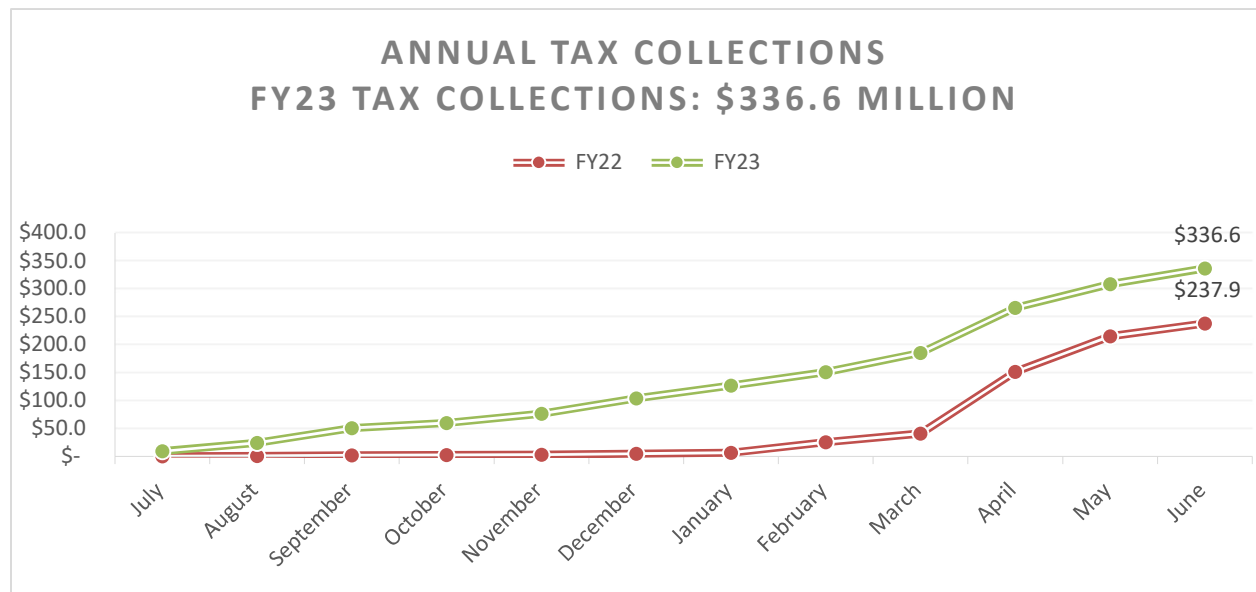
Tax Collection and Disbursement Summary

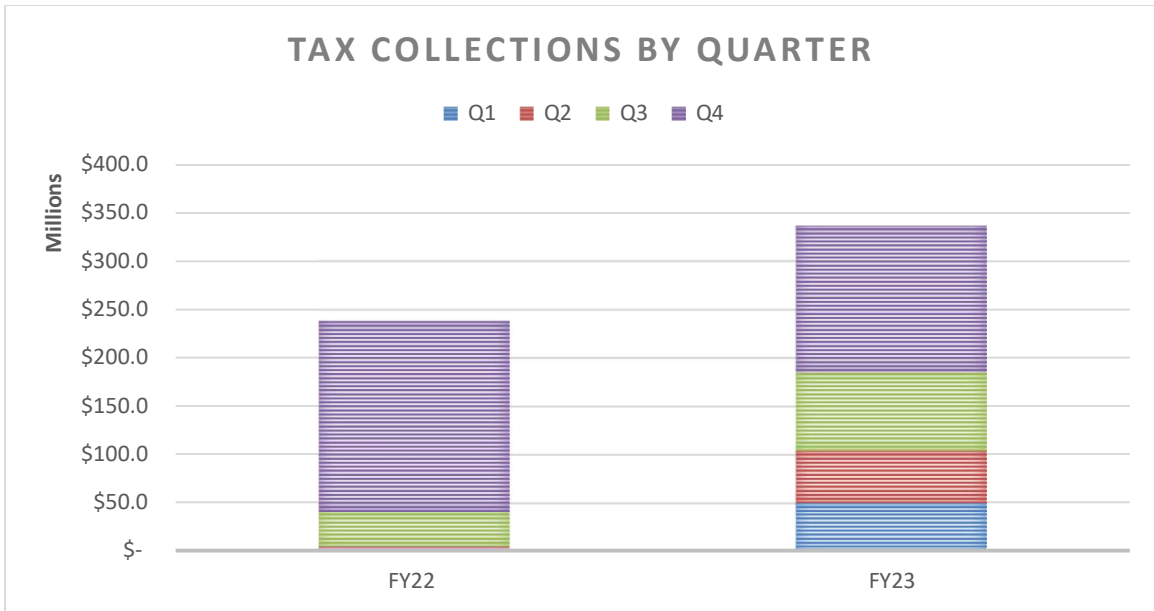
FY23 tax collection and disbursement figures on a cash basis are included below. This includes collections by the tax administrator through June 2023, which were received by Metro and disbursed to County Partners in July 2023.

Total Tax Collected this FY	\$336,608,626
Total Disbursed to County Partners this FY	\$311,081,685

Tax Collections

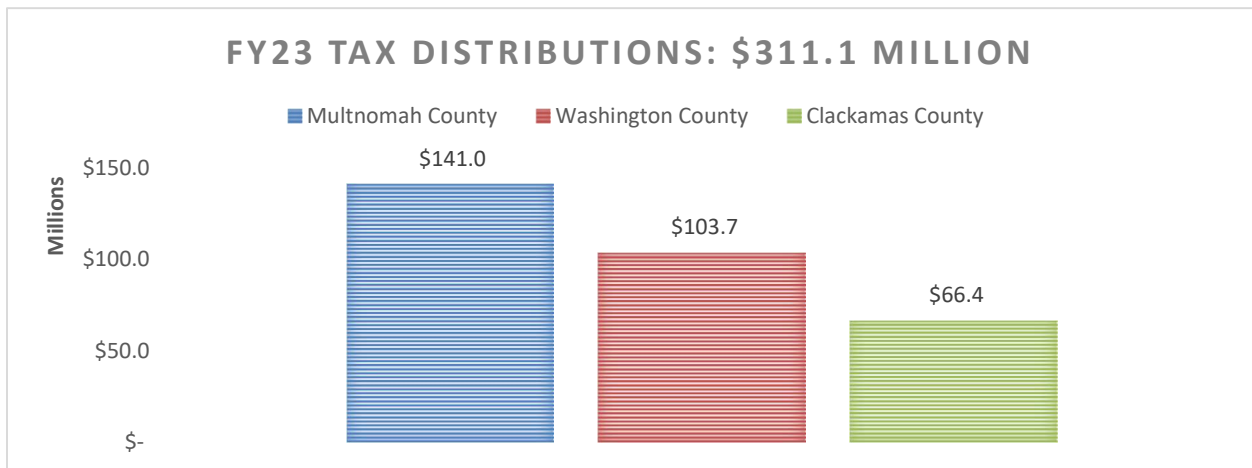
Tax collections through June are \$336.6 million, slightly higher than the updated forecast of \$325.0 million. Metro is currently analyzing tax year 2022 data and will provide more information, including an updated FY24 forecast, in September.





Tax Disbursements

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





Supportive housing services – Oversight committee recommendations

Last updated: July 2023

Recommendations	Lead	Timeline	Updates
<p>Regional communication strategy</p> <p>Create a robust communication strategy on the progress and nature of Metro supportive housing services that effectively reaches the broader community.</p>	<p>Metro staff (SHSOC; communications)</p> <p>External communications expert</p> <p>Coordination with jurisdiction and non-profit partners</p>	<p>Fall 2023: Metro hiring Housing Communications Manager</p> <p>Fall 2023: Metro hiring strategic communications consultant</p>	<p>The Metro communications team provided a presentation of their strategic communication work at the June 2023 meeting. The meeting can be viewed on Vimeo: https://vimeo.com/839864225</p> <p>Metro’s internal communications team is continuing to develop stories, including topics suggested by the oversight committee, and is working on better tracking of key milestone events like building openings.</p> <p>Metro is also recruiting (planned hiring by Fall) for a Housing Communications Manager with a strong background in strategic communications.</p> <p>To support the development of the strategic communications plan, Metro is working actively to hire (by early Fall) a strategic communications consultant, most likely through an RFP that will be released this summer.</p>
<p>Budgeting/financial reporting and expectations</p> <p>Update reporting templates by the start of FY23-24 to clearly show quarterly and annual progress toward annual work plan goals.</p>	<p>Metro staff (SHSOC)</p> <p>Coordination with jurisdiction partners</p>	<p>July 2023: Quarterly/annual finance templates updated</p> <p>August 2023: Annual program report template updated</p> <p>October 2023: County FY23 annual reports received</p> <p>November 2023: County FY24</p>	<p>In March 2023, Metro staff began providing the SHSOC with a new quarterly financial report. The report content was developed with input from county partners and the members of the SHSOC. The report includes financial details and analysis on tax collections and disbursements, tax collection costs, Metro administrative costs, and county partner expenses and anticipated carryover.</p> <p>The FY23 county annual report template is being updated and will include, among other changes, spending by Population A and B.</p> <p>Metro staff are updating the quarterly reporting template this year for county partners. The initial changes to the template will include increased reporting on spending plans for carryover funds, as well as changes in structure to more clearly relate spending and outcomes. Metro is also planning for a mid-year update to address SHSOC requests for additional</p>



Recommendations	Lead	Timeline	Updates
		quarter one reports received November 2023: Mid-year update to quarterly/annual finance templates February 2024: County FY24 quarter two reports received <i>Ongoing: Report templates updated as necessary</i>	information on number and amount of contracts and total invoiced by service provider. In preparation for the FY25 budget, Metro staff will develop guidelines and recommendations on reserves for future financial obligations.
Workforce issues Develop a work plan and timelines that incorporate short-term and long-term strategies for addressing workforce issues.	County partners Metro staff (TCPB)	Winter / Spring 2024: Metro TA staff likely hired	Metro is working with county partners and the tri-county planning body to take a multi-pronged approach to addressing workforce challenges. Work plan: Development of the overall work plan is underway. Provider TA/training: The tri-county planning body will develop recommendations that enable the counties and Metro to coordinate and support regional training that meets the diverse needs of individual direct service staff, with sensitivity to the needs of BIPOC agencies. This includes Metro hiring staff to support regional technical assistance work. These staff will be hired in FY24. Wages: See next section, below. Staff diversity: The Year 2 annual report includes full reporting on equity metrics, one of which is service provider staff diversity. The committee will see this data in the annual reports due on October 31, 2023.

Recommendations	Lead	Timeline	Updates
<p>Workforce issues</p> <p>Determine the feasibility and potential design of multi-year capacity building investments for service providers and report findings back to the oversight committee.</p>	<p>County partners</p> <p>Metro staff (SHSOC)</p>	<p>July 2023: Counties to present on service provider administration</p>	<p>Provider TA/training: According to the FY24 SHS county annual work plans, the counties and Metro plan to support service provider organization capacity through:</p> <ul style="list-style-type: none"> • Clackamas: Providing dedicated funding for capacity building efforts within culturally specific providers and offer technical assistance; funding and providing technical assistant to grassroots providers • Multnomah: Providing training opportunities that prioritize culturally specific organizations and are informed by needs identified by providers; providing technical assistance and/or capacity building funds • Washington: Expanding technical assistance and capacity building support for culturally specific providers • Metro’s TA/training growth: Conferences, trainings, technical assistance workshops, regional technical assistance deployment <p>Advances and multi-year investments: County partners currently provide contract advances up to three months.</p> <p>More information on this, and capacity building, can be found here: May 22nd meeting packet (pg. 14-15)</p> <p>Provider administration clarity: County partners will present to the SHS Oversight Committee on the topic of service provider administration at the July 24, 2023 meeting. This presentation will provide information on how service providers rates are set and how they are negotiated.</p> <p>From here, the opportunity of multi-year funding program for culturally specific, small and emerging supportive housing services providers will be explored.</p>
<p>Workforce issues</p> <p>Address service provider wage/compensation equity to provide better guidance to county</p>	<p>Metro staff (TCPB)</p> <p>Coordination with jurisdiction partners</p>	<p>September 2023: Tri-county planning body to hire consultant</p>	<p>The year 2 annual report template includes reporting on service provider wages. The tri-county planning body is leading regional coordination of addressing wages across the region.</p>

Recommendations	Lead	Timeline	Updates
<p>partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region.</p>		<p>Spring 2024: Framework developed by consultant</p>	<p>The tri-county planning body has hired consultant to develop a regional housing-worker framework recommendation, including the timeline to design implementation and budget.</p> <p>This will be part of the TCPB Regional Plan.</p> <p>As part of their SHS work, Multnomah County is also developing a wage study. The initial study phase of the study was completed in FY23, and they are coordinating with stakeholders to identify action items that can be carried through in contracting and technical assistance.</p>
<p>Program expansions</p> <p>Identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and substance use services, that lead to increased service access/options for people experiencing homelessness.</p>	<p>Metro staff (TCPB)</p> <p>Coordination with jurisdiction partners</p>	<p>May 2023: Healthcare Alignment workgroup begins meeting</p> <p>July 2023: Workgroup sends letter to OHA</p>	<p>The tri-county planning body is coordinating a workgroup meeting (jurisdictional and Health Share staff) to determine fundamentals of alignment between Medicaid waiver and the Supportive Housing Services initiative.</p> <p>The workgroup will co-create a letter to OHA to allow Medicaid Waiver alignment and hire a consultant to scope the work underway in the region and functional ways to implement integration.</p>
<p>Data, reporting and evaluation</p> <p>Evaluate current practices for data collection, reporting and evaluation to ensure that all reporting, evaluation and program needs are being met.</p>	<p>Metro staff (TCPB)</p>		<p>Since the previous annual report, quarterly templates were created and now include:</p> <ul style="list-style-type: none"> • Data tables that show housing data by program type consistently across the three counties • RLRA program data (updated recently to include vouchers deployed) • Progress to goals (quantitative data tables) • Households/people placed into housing, disaggregated by Pop A/B • Program data disaggregated by race/ethnicity, disability status and gender

Recommendations	Lead	Timeline	Updates
			<p>The annual report template is also being updated to reflect the SHSOC’s recommendations for FY23-24, as described in previous sections of this document.</p> <p>Overall regional numbers and trends: The SHS website includes a progress tab that includes overall regional outcomes data.</p> <p>Key performance measures/indicators: Key performance measures/indicators by program type will require engagement and discussion with partners. Metro will develop considerations for these indicators by Fall 2023.</p> <p>Contributing factors to homelessness: Metro is working to integrate this context into its strategic communications work. Metro will use the most publicly available up-to-date data to convey this information in our communications.</p> <p>Compliance: Metro is developing a compliance framework that crosswalks the IGA, Metro SHS work plan and local implementation plan requirement to ensure ongoing monitoring, compliance and performance risk assessments. Metro will also hire at least two compliance coordinators to support annual and/or for-cause monitoring. Metro staff aim to have this framework drafted by September 2023.</p>
<p>Data, reporting and evaluation</p> <p>Create a plan to address ongoing regional data alignment and community input needs, including developing regional data definitions, standards and methodologies.</p>	<p>Metro staff; Tri-county planning body</p>	<p>Fall 2023: Coordinated access consultant hired</p>	<p>The tri-county planning body work with the regional data team to develop benchmarks for quarterly and annual report metrics.</p> <p>They will also work on improving Coordinated Access data by mapping the unique challenges and successes of each of the three Coordinated Entry Systems, and assessing opportunities to create connectivity among the three Coordinated Entry Systems to improve equitable access and work towards regionalizing some tools within Coordinated Entry.</p> <p>Evaluation: Program and regional implementation evaluation begins in Year 3.</p>

The following materials were received
during the meeting.

County Contracting Terms and Business Processes

SUPPORTIVE HOUSING OVERSIGHT COMMITTEE MEETING

JULY 24, 2023

Agenda

- Contract Payment Terms
- Invoice Timelines & Processes
- Challenges & Opportunities
- Administrative & Indirect Costs
- Questions & Discussion

Contract Payment Terms

Payments are generally made:

- **On a cost reimbursement basis.**
 - Advances approved on a limited, case-by-case basis. More common for capital expenses, like purchasing a vehicle or shower/laundry trailer.
 - Require reconciliation against advanced amount, similar to a regular invoice, including supporting documentation.
- **Monthly, following provider invoicing for services delivered in the previous month(s).**
 - Supporting documentation is required with each invoice, based on county-specific fiscal policies.
 - Ranges from full accounting to only for specific expenditures (client assistance funds)

General Invoice / Reimbursement Timelines

Delivery of
Services

30
Days

Expenses & Supporting
Documentation Compiled,
Invoice Submitted

15 – 30
Days

Invoice
Corrections

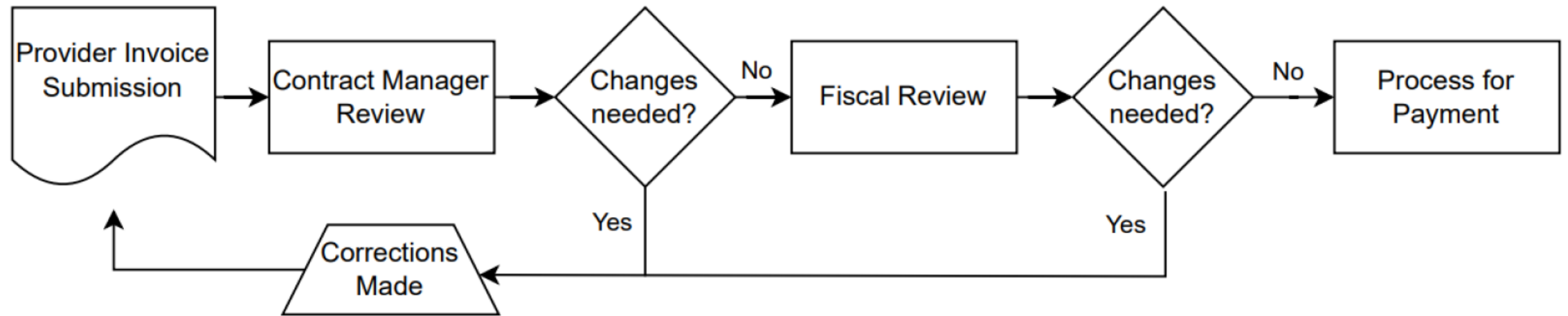
1 – 15
Days

**Timeline for invoice payment
from end of service delivery
period: ~26 – 75 days**

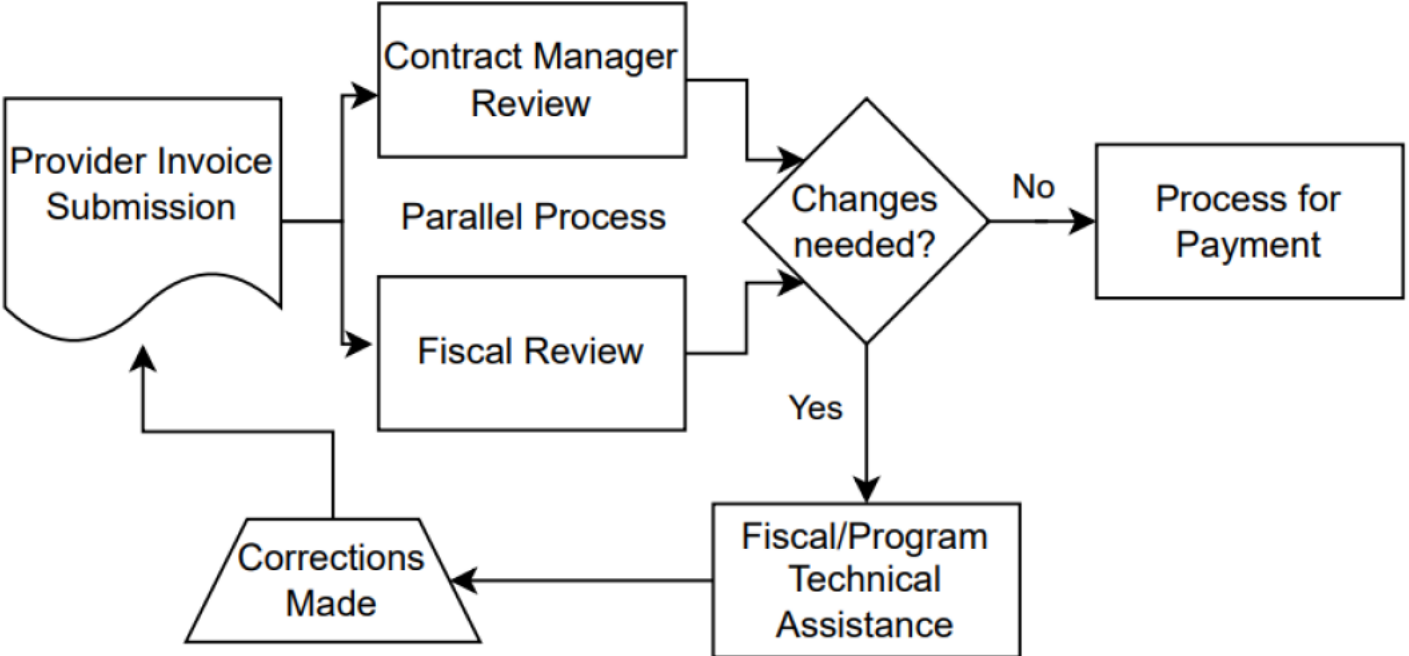
Invoice
Approved & Paid

10 – 30
Days

County Invoice Approval & Payment Process Example 1



County Invoice Approval & Payment Process Example 2



Challenges

Counties	Providers
<ul style="list-style-type: none">• Prevailing force of historical business processes hard to scale quickly• Rigid financial policies/procedures• Risk intolerance (100/100 vs 90/100)• System growth, invoice volume• Recruitment/retention and new staff/teams• New providers	<ul style="list-style-type: none">• Historical underinvestment in fiscal/administrative infrastructure• Lack of support, standardization, and clear expectations from counties• Program growth• Recruitment/retention and new staff/teams• New providers

Opportunities

Counties	Providers
<ul style="list-style-type: none">• Organizational will and leadership support for flexibility/innovation• Commitment to “Government showing up differently”• Improved business processes• Tri-county coord./standardization• Recruitment/retention success• Transitioning from system growth to system optimization	<ul style="list-style-type: none">• Technical assistance and capacity building allocations• Available funding for one-time investments in infrastructure and level of administrative capacity needed to effectively support programs

Recovering Indirect Costs

In accordance with federal guidelines and county policies, providers generally have three options for recovering indirect costs:

- **Federally approved indirect rate**
- **De minimis rate (10%)**
- **Established cost allocation plan**

*Washington County's current practice is to allocate a flat 12% for administrative costs

Direct / Indirect and Administrative Costs – Important definitions

Administrative Cost (Admin) - This term is difficult to define because its meaning can vary based on the context. Sometimes it is used interchangeably with 'indirect cost.' Sometimes it is used more broadly. Some grants have their own definition of 'admin' that is distinct from indirect.

Direct Cost - A cost that is clearly tied to a specific program or funding stream, or that can easily be allocated between programs with a high degree of accuracy using a method that results in an equitable distribution of costs among programs.

Indirect Cost - Supports multiple programs and is not easily allocated based on the benefit provided to each program. Indirect cost is expressed as a percentage of direct costs, known as the 'indirect cost rate.'

De Minimis Rate - Simplified, federally recognized method for recovering indirect costs. Calculated as 10% of modified total direct costs, with no supporting documentation required.

Federally Negotiated Indirect Cost Rate - Indirect rate approved by a federal awarding agency that reviews the organization's calculations and determines that the rate was calculated appropriately.

Questions / Discussion

00:49:14 Ash Elverfeld (they/she), Metro: From Becky Wilkinson to All Panelists 09:51 AM

I need to step away for a moment

01:26:01 Felicita Monteblanco, NWHF, she/her: helpful definition. indirect costs: any costs that cannot be conveniently and economically traced to a specific product and must be assigned using an allocation method. indirect expenses support the organization ability to administer program function. indirect are separate and distinct from admin costs.

01:41:38 Felicita Monteblanco, NWHF, she/her: definitions at the end of this report:
<https://nonprofitoregon.org/sites/default/files/uploads/file/Services-Systems-Solutions-2022-Final.pdf>

01:45:40 Jenny Lee (she): Thank you for sharing the report, Felicita—extremely helpful!

01:47:25 Ash Elverfeld (they/she), Metro: From Patricia Rojas to All Panelists 10:46 AM

Not everyone who has federal funds has negotiated a rate.

02:13:45 Felicita Monteblanco, NWHF, she/her: thanks!

02:25:50 Felicita Monteblanco, NWHF, she/her: +1

02:26:17 Ash Elverfeld (they/she), Metro: Reminder to panelists to change your chat settings to "everyone" for transparency with the audience. Thanks!

02:42:23 Jenny Lee (she): I also meant to thank all of you, both for being here, presenting, and your work with providers on this huge undertaking!

02:48:30 FahadK: Thank you, everyone.

Great facilitation, Ben, and great presentation, Adam.