

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

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 link](#))  
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.

---

9:30 a.m.	Welcome and introductions
9:40 a.m.	Conflict of Interest declaration
9:45 a.m.	Public comment
9:55 a.m.	Multnomah County Corrective Action Plan update
10:10 a.m.	Metro finance update: Metro tax collection and disbursement update
10:15 a.m.	Presentations and discussions: County FY23-24 program budgets and carry over funds
11:05 a.m.	Break
11:10 a.m.	Continued: County FY23-24 program budgets and carry over funds
11:45 a.m.	Presentation: FY22-23 Q4 progress
11:55 a.m.	Next steps
12:00 p.m.	Adjourn

# Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at [www.trimet.org](http://www.trimet.org).

## Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

## Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

## Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

## Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullaan dadweyne, wac 503-797-1700 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

## Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

## Metro의差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、[www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。までお電話ください公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

## សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

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

## إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

## Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

## Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

## Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

## Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

## Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 nhub ua hauj lwj ua ntej ntawm lub rooj sib tham.





## 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 Monteblando 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.*

## Supportive Housing Services Oversight Committee Meeting Summary

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.

---

### 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?

*Felicita 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.*

Felicita 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 regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

Share the air – only one person will speak at a time, and we will allow others to speak once before we speak twice.

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

Listen carefully and keep an open mind.

Respect the views and opinions of others, and refrain from personal attacks, both within and outside of meetings.

Avoid side conversations.

Focus questions and comments on the subject at hand and stick to the agenda.

When discussing the past, link the past to the current discussion constructively.

Seek to find common ground with each other and consider the needs and concerns of the local community and the larger region.

Turn off or put cell phones on silent mode. Focus on full engagement in the meeting, and refrain from conducting other work during meetings as much as possible.

Notify committee chairperson and Metro staff of any media inquiries and refer requests for official statements or viewpoints to Metro. Committee members will not speak to media on behalf of the committee or Metro, but rather only on their own behalf.

## **Group agreements**

We aren't looking for perfection.

WAIT: why am I talking / why aren't I talking.

You are the author of your own story.

Impact vs intention: Intention is important, but we attend to impact first.

BIPOC folks or folks with targeted identities often don't / didn't have the privilege to assume best intentions in a white dominant space.

Invited to speak in draft- thought doesn't need to be fully formed.

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

**CORRECTIVE ACTION PLAN**  
**BETWEEN**  
**MULTNOMAH COUNTY**  
**AND**  
**METRO REGIONAL GOVERNMENT**

**Number: MULT 23-01**

This CORRECTIVE ACTION PLAN is effective as of the date of the last signature (the “Effective Date”), by and between Metro Regional Government, a municipal corporation of the state of Oregon (“Metro”), and Multnomah County, a municipal subdivision of the state of Oregon (the “County”). The County and Metro are referred to jointly as the “Parties” and individually as a “Party.”

**RECITALS**

- I. On May 19, 2020, Metro’s voters approved Ballot Measure 26-210, which imposed business and personal income taxes within its boundaries to pay for supportive housing services to prevent and reduce homelessness, and certain related administrative costs (“Supportive Housing Services” or “SHS”). Metro codified the non-tax portions of Ballot Measure 26-210 (the “Measure”) in Metro Code Chapter 11.01.
- II. On February 7, 2022, the Parties entered into a *Supportive Housing Services Intergovernmental Agreement* (the “SHS IGA”) setting forth their understandings and agreements regarding the County’s use of the business and personal income taxes derived from the Measure and Metro Code Chapters 11.01, 7.05, 7.06, and 7.07, to pay for SHS consistent with the SHS IGA and County’s SHS local implementation plan.
- III. The SHS IGA at Section 5.5.2 states that annually the County must include in its Annual Program Budget a “spend-down plan” for that year, which describes the nature and timing of planned spending of Program Funds it expects to receive from Metro in a given Fiscal Year (FY) and documents existing and contemplated reserves, program reserves, funds anticipated to be carried over for SHS programming into the following FY(s) with the anticipated timeline for spending of those funds, and such other information as the Parties agree to in writing.
- IV. Metro has found that the County has materially deviated from its FY23 spend-down plan per its Q2 Quarterly Financial Report. The SHS IGA at Section 5.5.2.1 states that, “[a] ‘material deviation’ from a spend-down plan described under this section, or a [Corrective Action Plan (CAP)], arises where the Program Funds spent in a given Fiscal Year cannot be reconciled against the spend-down plan or CAP in the relevant Annual Program Budget to the degree that no reasonable person would conclude that Partner’s spending was guided by or in conformance with the applicable spend-down plan or CAP.”
- V. The Parties desire to increase spending in line with the spend-down plan. As the County is in the first quarter of FY24, the focus of this CAP will be on underspent funds from the FY23 budget.
- VI. The SHS IGA at Sections 5.5.2.1 and 6.3.5 sets forth a process whereby if Metro determines that the County is not adhering to its “spend-down plan” it may notice the County of such belief and require the County to develop a CAP, with input from Metro and the ROC.

VII. On May 12, 2023, Metro sent notice to the County of its intent to require the County to develop and otherwise negotiate a CAP. On June 12, 2023, Metro provided notice that it was placing the County under a CAP.

VIII. As more specifically set forth below, the CAP sets forth the Parties' understandings and agreements regarding the CAP developed by the County.

## UNDERSTANDING

1. **Definitions.** Unless otherwise stated in the CAP, Capitalized terms are defined in the SHS IGA.
2. **Term of CAP.** The CAP is effective on the Effective Date. The CAP terminates once the County's spending rate reaches 95% of each CAP category, except where spending will likely extend beyond FY24 as further set forth below. If the CAP is not terminated as of June 30, 2024, the Parties agree to re-evaluate whether the CAP should terminate based on the totality of circumstances and progress made to that date.
3. **CAP Terms.** The Parties agree on the substantive elements of the CAP as set forth in **Attachment 1** (County Spending Requirements and Timelines). In addition, the Parties agree:
  - 3.1. **Update to Attachment 1.** By August 31, 2023, the County will provide Metro with an updated version of **Attachment 1** that reflects CAP amounts by category based on the final FY23 underspend. By October 1, 2023, and as needed, the County will provide Metro with another updated version of **Attachment 1** that reflects any, more current spending information, and Board actions on any category described in **Attachment 1** that require the approval of the Multnomah County Board of Commissioners to appropriate underspent funds. If the County fails to provide the update to **Attachment 1** by the October 1, 2023, deadline, Metro may invoke the dispute resolution process provided for in the SHS IGA at Section 10.1 without providing the 30-day written notice of dispute described in the SHS IGA at Section 10.1.1.
  - 3.2. **Reporting.** The County will report monthly to Metro on SHS funds spent by the County, both under the CAP and the County's spending plan in its Annual Program Budget for FY24. At Metro's written request, the County will provide quarterly reporting in each investment area by provider, where applicable. The County will provide such monthly reports to Metro by the last day of the month following the reporting period. For example, spending for the month of August will be reported to Metro by September 30, 2023. There will be two exceptions to this reporting cycle -- reporting for the first and last month of the FY will be delayed. The first month of the FY will be reported on September 30, 2023 (along with the second month), and the final month of the FY will be reported by August 31, 2024. To avoid unnecessary hardship, the County will use the report attached to the CAP as **Attachment 2** for this reporting. During the CAP term the County will continue to provide reporting as described in the SHS IGA at Section 7.1. Upon the County reaching a 75% completion rate of all CAP categories, its reporting under the CAP will revert to quarterly reports, as described in the SHS IGA at Section 7.1.2. Metro may request a list of all providers and contractors in each investment area.
  - 3.3. **CAP Completion.** The CAP will be completed once the County's spending rate reaches 95% of each CAP category, except where spending will likely extend beyond FY24. As of the Effective Date, the Parties believe that the only CAP category that falls into the exception described above is Housing Multnomah Now (HMN). For HMN, an 80% spend will constitute completion. Additionally, once



the CAP on the HMN category is considered complete at 80%, the County will continue to keep Metro informed about progress until its spending reaches 95% of the CAP target.

**3.4. SHS Services Contract Funding.** County contracts signed after the Effective Date, including with SHS service providers and other public bodies, will include a “clawback” provision if: (a) their performances or payments are either partially or fully funded by revenues received under the SHS IGA and are identified as spending categories in the CAP set forth in **Attachment 1**; and (b) the SHS funding is paid in advance of the time the contracted-for services are performed. Under the “clawback” provision, the County may require the third-party to return or repay the SHS funds it received. The County’s “clawback” right will be triggered if the third-party fails to provide the SHS services on a timeline consistent with the contract’s requirements, or the County learns the third-party has used the funds in a manner not permitted under Metro Code Chapter 11.01 or the SHS IGA. Provided, however, County is not required to include a “clawback” right in contracts with third-parties falling under the category “Capacity Building and Organizational Health Grants to contracted service providers.”

**3.5. Ongoing Communications, Periodic Meetings.** No less than monthly, the JOHS Director and Metro Regional Housing Director, or their designees, will meet to review the County’s progress by CAP category and update the Status column and Monitoring table in **Attachment 1**. Monthly, the Parties’ CFOs and identified budget and finance specialists will meet to review the County’s monthly reports. Quarterly, the Parties’ leadership will meet to review the County’s reporting and evaluate its progress toward CAP completion. If the Parties’ leaders determine that adequate progress is not being made against CAP spending targets by the end of the first quarter of FY24, the leadership group will meet monthly. The County is committed to providing Metro with context relevant to its progress on CAP spending targets and provided reporting, including an opportunity for Metro to ask questions and to discuss CAP matters, so that Metro may meaningfully monitor progress toward CAP goals.

- 4. CAP Contacts.** Each Party will identify an individual to serve as their respective point-of-contact for the other Party for all CAP-related communications. Such contacts must be identified in a writing sent to the other Party within 30 days of the Effective Date. A Party may change its point-of-contact under this section by sending to the other Party’s contact point a written notice identifying the new point-of-contact and providing their contact information.
- 5. Entire Understanding.** This CAP constitutes the entire understanding and agreement of the Parties with respect to the subject matter hereof and supersedes all prior discussions and negotiations between or among the Parties regarding the subjects herein.
- 6. Diligence.** Each Party shall use its best efforts to take, or cause to be taken, all action, and to do, or cause to be done, all things reasonably necessary, desirable or appropriate, including, without limitation, under applicable laws or regulations, to fulfill its obligations under this CAP and to make effective the transactions encompassed by this CAP.
- 7. Modification or Amendment.** This CAP may not be amended or modified unless pursuant to a written instrument which refers specifically to this CAP and is executed by a designated representative of each of the Parties. Nothing in this CAP supersedes, replaces, or invalidates Metro’s oversight authority as set forth in the Metro Code and SHS IGA.
- 8. Successors; No Assignment, Third-Party Beneficiaries.** This CAP binds each Party, its successors, assigns and legal representatives. No Party may voluntarily assign or transfer its obligations to any third-party. Nothing in this CAP provides any benefit or right to any non-party unless such third person



is individually identified by name in this CAP and expressly described as an “intended third-party beneficiary” of this CAP.

**9. Notices.**

9.1. Any notice required under this CAP is sufficient if delivered personally, sent by registered or certified U.S. Mail (return receipt requested, postage prepaid), sent by national overnight delivery service charges prepaid (such as FedEx) or sent by electronic mail, in each instance to the address of the recipient identified per **Section 4**.

9.2. Each Party shall have the right, from time-to-time, to change its address, the person and/or the electronic mail address to which notices should be sent by giving written notice thereof to the other Party.

**10. Counterparts Allowed.** This CAP may be executed in multiple counterparts, each of which shall, for all purposes, be deemed an original, and all of which shall, for all purposes, constitute one and the same instrument. Electronic signatures shall be deemed to be original signatures for all purposes of this CAP.

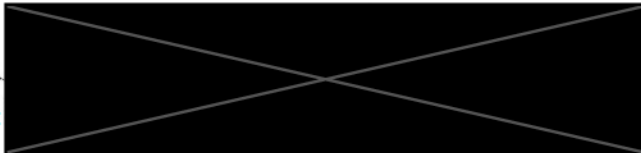
**11. Applicable Law.** This CAP shall be interpreted and construed under and governed by the laws of the state of Oregon without regard to its choice or conflict of laws rules.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

**CORRECTIVE ACTION PLAN**  
**Number: MULT 23-01**

**METRO REGIONAL GOVERNMENT SIGNATURE**

Signature: \_\_\_\_\_



Title: Chief Operating Officer

Name (print): Marissa Madrigal

Date: 8/16/2023

**Metro Attorney Review:**

Reviewed: CARRIE MACLAREN, METRO ATTORNEY

By Metro Attorney: \_\_\_\_\_



Date: 8/17/2023

**MULTNOMAH COUNTY SIGNATURE**

County Chair or Designee \_\_\_\_\_



Date: 8/17/2023

**Department Director Review (optional):**

Director or Designee: \_\_\_\_\_



Date: 8/17/2023

**County Attorney Review:**

Reviewed: JENNY M. MADKOUR, COUNTY ATTORNEY FOR MULTNOMAH COUNTY, OREGON

By Assistant County Attorney: \_\_\_\_\_



Date: 8/18/2023

# ATTACHMENT 1

## COUNTY SPENDING REQUIREMENTS AND TIMELINES

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

WEEKLY PROGRESS & EVALUATION	
<i>*Metro to fill in</i>	
Status update x/x	
Status update x/x	
Status update x/x	
Status update x/x	



CATEGORY #	CORRECTIVE ACTION  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	INVESTMENT AMOUNT  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS  <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS  <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS  On Track  Complete  At Risk
1	<b>Temporary Alternative Shelter Sites (TASS)</b>  1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	
2	<b>Technical Assistance (TA) Provider Support</b>  1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	

CATEGORY #	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
3	<b>Near-Term Strategic Capital Investments</b> <ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. No partners involved</li> <li>3. Near-Term Strategic Capital Investments</li> </ol>	\$500,000	Equipment purchased and received on or before June 30, 2023.	Acquire near-term strategic capital investments for Severe Weather Shelter Supplies.	Minimum spend of \$475,000 by June 2023.	
4	<b>Capacity Building and Organizational Health Grants to contracted service providers</b> <ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. JOHS SHS Providers</li> <li>3. Capacity Building and Organizational Health Grants to contracted service providers</li> </ol>	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q2 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2024.	
5	<b>Increase FY23 COLA by 2%</b> <ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. JOHS SHS providers</li> </ol>	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	

CATEGORY #	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
6	<b>Immediate Response Client and Rent Assistance</b>  1. Provider and Program Support 2. JOHS SHS Providers	\$10,000,000	Q1 FY24: \$0 Q2 FY24: \$2,500,000 Q3 FY24: \$2,500,000 Q4 FY24: \$5,000,000	This program will make client and rent assistance available to JOHS providers for 275 households.	Minimum spend of \$9,500,000 by June 2024.	
7	<b>Housing Multnomah Now</b>  1. Dedicated Housing Program 2. JOHS Program	\$10,000,000	Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000  Q1 FY25: \$500,000 Q2 FY25: \$1,500,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.	Minimum spend of \$8,000,000 by June 2024.	
8	<b>Move-in Multnomah</b>  1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased.	Minimum spend of \$4,148,204 by June 2024.	



CATEGORY #	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
9	<b>Clean Start</b> 1. Provider and Program Support 2. Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	
10	<b>Shelter Capital Projects</b> 1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	
11	<b>Program Reserves</b> 1. Doug Fir RLRA Guarantee	\$1,554,197	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi- year commitment to fund rent assistance in this affordable project.	\$1,554,197 to be reflected on Q4 FY23 Report.	

CATEGORY #	CORRECTIVE ACTION	INVESTMENT AMOUNT	PLANNING AND SPENDING METRICS	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS	TIMELINE	STATUS
12	<b>Contingency Reserve</b> (SHS IGA § 5.5.4)  1. Contingencies + Stabilization  1. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	
13	<b>Stabilization Reserve</b> (SHS IGA § 5.5.3)  1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$16,264,067	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$16,264,067 to be reflected on Q4 FY23 Report.	
14	<b>System Access, Assessment &amp; Navigation</b>  1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. Assist with referral information for 100 shelter and housing service requests received.	Minimum spend of \$559,398 by June 2024.	

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



## ATTACHMENT 2



### Metro Supportive Housing Services

Month by Month Budget vs Actuals (Expenditures Only)

Prepared using the Modified Accrual Basis of Accounting

For the Period Ending XXXXXX

Percent of Year Complete: XX%

MSHS Reporting Category			FY 2024 Adopted Budget	July (Period 01)	Year To Date Actuals	Year to Date Budget	% Year to Date
Expenditure	Shelter, Outreach and Safety on/off the Street	On-going					
		CAP Item #1					
	Short-term Housing Assistance	On-going					
		CAP Item #6					
		CAP Item #7					
		CAP Item #8					
	Permanent Supportive Housing Services	On-going					
		CAP Item #15					
	Long-term Rent Assistance	On-going					
	Systems Infrastructure	On-going					
		CAP Item #4					
	Built Infrastructure	On-going					
		CAP Item #10					
	Other Supportive Services	On-going					
		CAP Item #9					
		CAP Item #14					
	County Admin: Long-term Rent	On-going					
	Administrative Costs: Other	On-going					
	Regional Strategy Implementation	On-going					
Expenditure Total							

# Memo

Date: August 28, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY24 Monthly Tax Collection and Disbursement Update

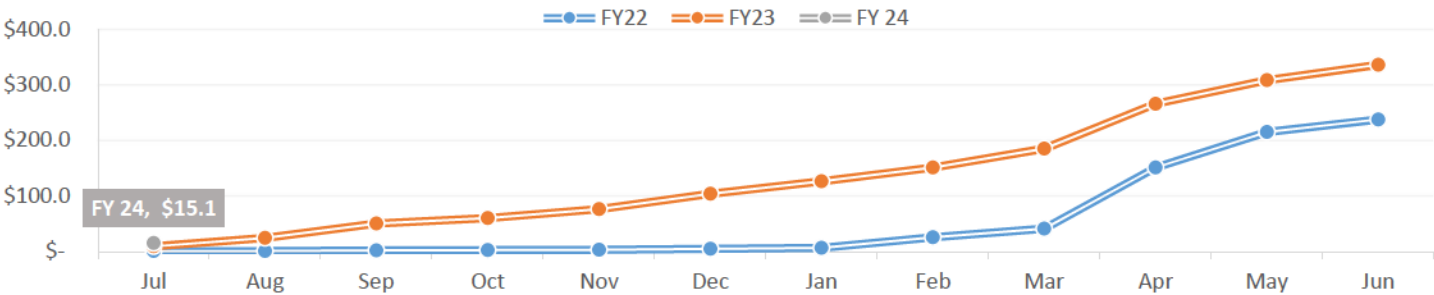
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

**Tax Collection and Disbursement Summary**  
FY24 tax collection and disbursement figures on a cash basis are included below. This includes collections by the tax administrator through July 2023, received by Metro and disbursed to County Partners in August 2023.

Total Tax Collected this FY	\$15,140,618
Total Disbursed to County Partners this FY	\$13,528,587

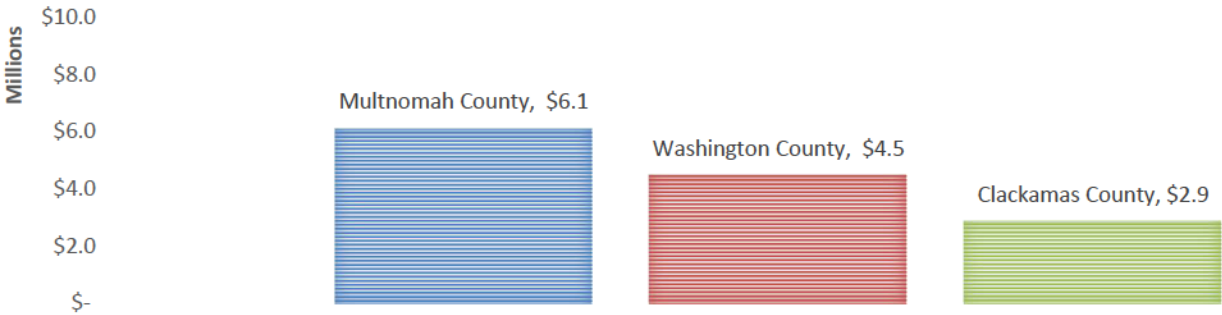
**Tax Collections**  
Tax collections through July are \$15.1 million. Metro is currently analyzing tax year 2022 data and will provide more information, including an updated FY24 forecast, in September.

## ANNUAL TAX COLLECTIONS



**Tax Disbursements**  
The chart below shows tax disbursements to the county partners through the first month of FY24.

## FY24 TAX DISTRIBUTIONS



# Memo



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Date: August 28, 2023  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY22-23 Q4 (July – June 2023) Financial Report

---

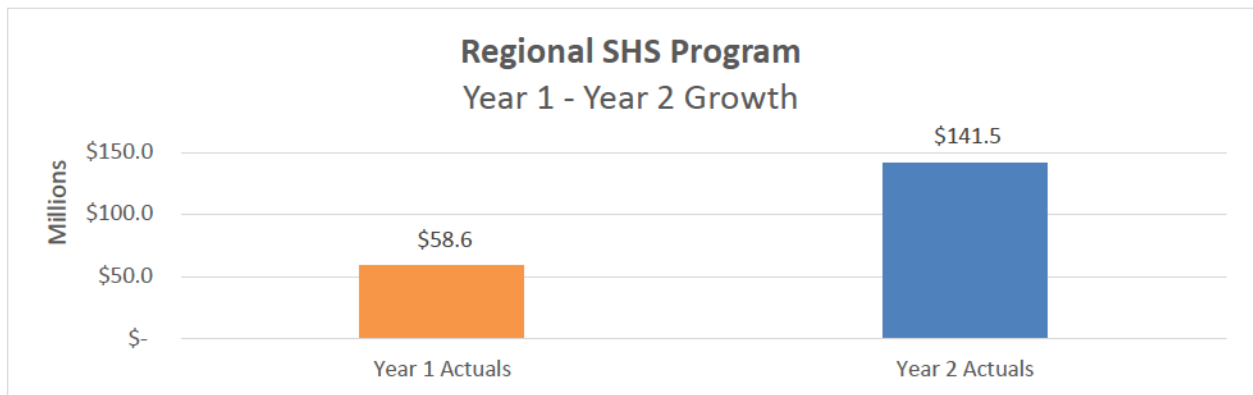
Metro designed this quarterly financial report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collections and disbursements, county partner expenses, tax collection costs and Metro's administrative costs.

## Year 2 Quarter 4 Financial Overview<sup>1</sup>

In FY22-23, Metro's tax collections totaled \$337 million. This exceeds the FY22-23 budget by \$112 million. The increase is due to spill over from tax year 2021 (payments for tax year 2021 that were made in FY22-23) and widespread income growth coming out of the pandemic, which can also be seen at the state and national level.

Revenue in excess of the forecasted amount will be carried over to fund one-time or limited-term Supportive Housing Services programming starting in FY23-24. Due to the natural timing of income taxes, with large payments and tax filings primarily in April, the counties do not have time to adjust their programming within the fiscal year to respond to the increased collections. Spend down plans specific to carryover funds will be provided by the counties as part of their FY23-24 budget submission.

Spending in Year 2 was significantly higher than last year as the program continues to ramp up. Overall, Year 2 spending was \$141.5 million - 2.4 times higher than Year 1.



For County specific data, see the Year 1 – Year 2 Growth charts in the County Snapshots below.

---

<sup>1</sup> The figures in this report may change following year-end accounting adjustments. Final figures for Year 2 will be provided in the Annual Report in the Fall of 2023.



## Supportive Housing Services Tax Overview

### Key Takeaways:

- As noted above, tax collection in Year 2 totaled \$337 million, 50% higher than the FY22-23 budget figure.
- Tax collections costs are below budget, primarily due to savings on tax system implementation.

Tax Collection and Disbursement Summary			
	FY23 Budget	FY23 Actuals	% of Budget
<b>Tax Collections</b>	<b>225,000,000</b>	<b>336,854,406</b>	<b>150%</b>
Tax Collection Costs (Amount retained)	14,436,666	9,400,000	65%
<b>Net Tax Collections</b>	<b>210,563,334</b>	<b>327,454,406</b>	<b>156%</b>
Metro Admin Allowance (5%)	10,528,167	16,372,720	156%
<b>Total Disbursed to County Partners</b>	<b>200,035,167</b>	<b>311,081,685</b>	<b>156%</b>
Multnomah County	90,682,609	141,023,697	156%
Washington County	66,678,389	103,693,895	156%
Clackamas County	42,674,169	66,364,093	156%

Tax Collection Costs			
	FY23 Budget	FY23 Actuals	% of Budget
<b>Tax Collection Costs</b>	<b>14,436,666</b>	<b>9,271,584</b>	<b>64%</b>
Implementation	3,923,280	781,504	20%
Personnel	4,879,657	4,062,020	83%
Software	3,498,257	3,497,383	100%
Other M&S	1,345,061	930,677	69%
Contingency	790,411	-	0%

*The tax collections above are on a cash basis. This includes collections by the tax administrator through June 2023, received by Metro and disbursed to county partners in July 2023. The amount retained by Metro for tax collection costs is based on estimated costs; actual YTD tax collection costs are detailed in the second table.*

### Metro Administration and Oversight Costs

The Supporting Housing Services Measure allows for up to 5% of net tax collections to cover the costs of Metro program administration and oversight. This includes the SHS team, as well as supporting operations like finance, legal, communications, IT, and HR. The costs associated with Metro program administration and oversight are detailed in the table below.

#### Key Takeaways:

- As with the ramp up of county programs, Metro is also expecting its own administrative spending to ramp up over the first 3-4 years. As of July 2022 the SHS team had 4.7 FTE, as of July 2023 it had grown to 12.1 FTE, and during FY23-24 it plans to grow to 34.6 FTE. Metro is ending the year with \$21.5 million in carryover, in line with previous forecasts.

Metro Administration			
	FY23 Budget	FY23 Actuals	% of Budget
Prior Year Carryover	-	7,773,934	
YTD Admin Allowance (5%)	10,528,167	16,372,720	156%
Interest Earnings	281,250	837,336	298%
<b>Total Resources</b>	<b>10,809,417</b>	<b>24,983,990</b>	<b>231%</b>
Direct Personnel	1,429,783	1,038,071	73%
Indirect Costs (Allocation Plan)	1,827,068	1,827,068	100%
Materials & Services	1,457,540	624,147	43%
Contingency	6,095,026	-	0%
<b>Expense &amp; Contingency</b>	<b>10,809,417</b>	<b>3,489,286</b>	<b>32%</b>
<b>Carryover to next period</b>	<b>-</b>	<b>21,494,704</b>	

**Spending Plans for Carryover Funds:** Metro will be using carryover funds to fund program growth in FY23-24, including limited duration FTE and other one-time investments to provide necessary capacity for new and growing bodies of work and programmatic opportunities.

## County Partner Snapshots

The following pages summarize financial information by county, in both numerical and visual form. This provides a consistent format to compare the similar but unique programs of each county.

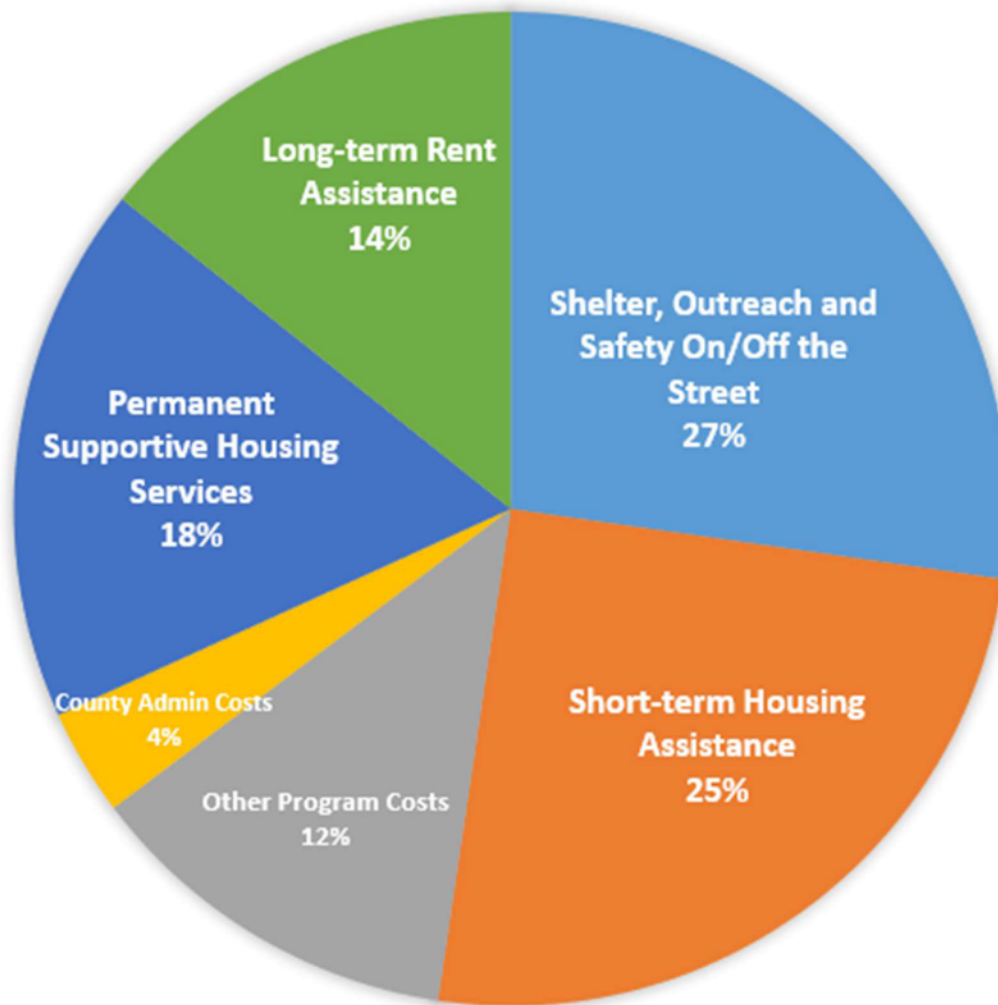
Note: SHS Program Revenue reported below is on an accrual basis, based on each counties' financial policies. The amounts may differ from the tax disbursement amount shown above, which is on a cash basis.

### Key Takeaways:

- Together, the counties have spent a combined total of \$138 million on SHS program costs in Year 2 (July 2022 – June 2023). This amount will likely increase as counties finish their year-end close processes.
- Spending increased in all counties throughout the year as program operations continue to ramp up. An increase in spending in the final quarter is expected for any program with significant expenses from contractors, like SHS, since there is a delay between the time services are provided and when invoices are submitted.
- All counties will carryover more this year than last year. This was expected due to the estimated 3-4 year program ramp-up period, and was discussed as part of the 5 year forecast at the January 2023 SHS Oversight Committee meeting. Spend down plans specific to carryover funds will be provided by the counties as part of their FY23-24 budget submission.

County Summary				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	40,912,115	61,720,728	47,427,624	150,060,467
SHS Program Revenue	66,364,093	141,104,550	102,791,345	310,259,988
<b>Total Resources</b>	<b>107,276,208</b>	<b>202,825,278</b>	<b>150,218,969</b>	<b>460,320,455</b>
Program Costs	17,845,582	82,349,049	37,811,962	138,006,593
<b>Total Expense</b>	<b>17,845,582</b>	<b>82,349,049</b>	<b>37,811,962</b>	<b>138,006,593</b>
Reserves	1,610,000	5,000,000	-	6,610,000
<b>Carryover to next period</b>	<b>87,820,626</b>	<b>115,476,229</b>	<b>112,407,007</b>	<b>315,703,862</b>

**Combined County SHS Spending by Program Category**  
**\$138 million**  
*(Year 2: July 2022 – June 2023)*





## Clackamas County Snapshot

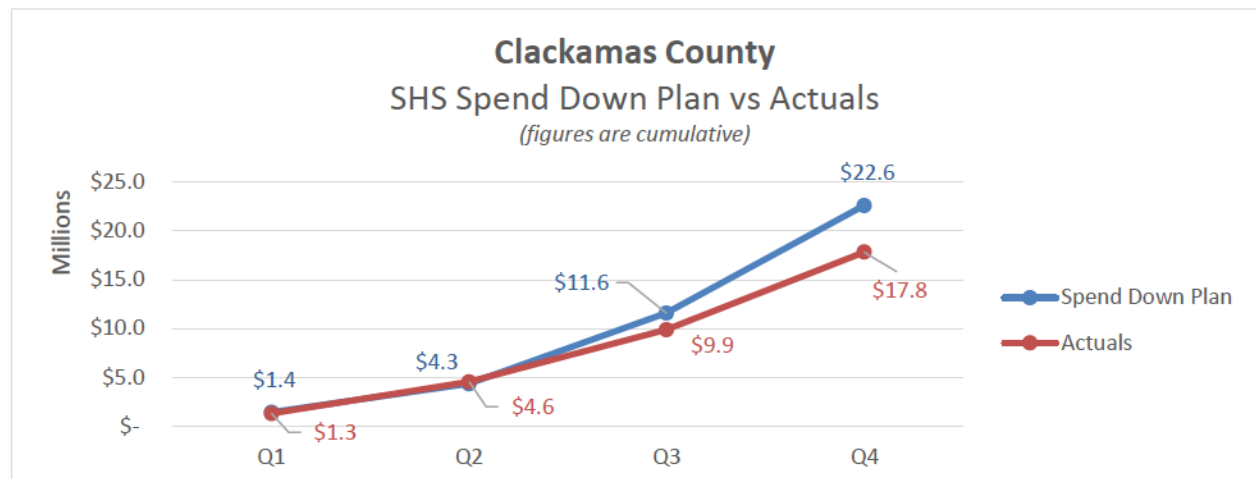
Clackamas County budgeted estimated carryover as its total revenue for FY22-23. The County did not budget any new revenue, under the principle that FY22-23 revenues will fund FY23-24 program costs. This was due to a cashflow issue last year, when the vast majority of tax collections happened in Q4. In FY23-24 Clackamas County budgeted both new SHS revenues and carryover.

Due to higher actual carryover and FY22-23 collections, Clackamas County had a total of \$107.3 million in resources by the end of Year 2. Clackamas County reported \$17.8 million in FY22-23 expenses, which, after accounting for its \$1.6 million stabilization reserve, left a carryover of \$87.8 million for next fiscal year.

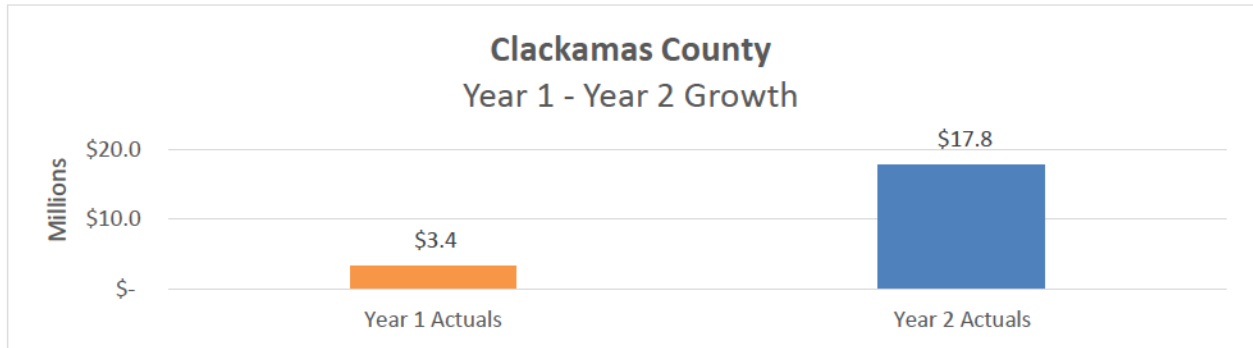
Clackamas County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	32,200,000	40,912,115	127%
SHS Program Revenue	-	66,364,093	
<b>Total Resources</b>	<b>32,200,000</b>	<b>107,276,208</b>	<b>333%</b>
Program Costs	28,980,000	17,845,582	62%
Contingency	1,610,000	-	0%
<b>Total Requirements</b>	<b>30,590,000</b>	<b>17,845,582</b>	<b>58%</b>
Reserves	1,610,000	1,610,000	
<b>Carryover to next period</b>	<b>-</b>	<b>87,820,626</b>	

## Charts

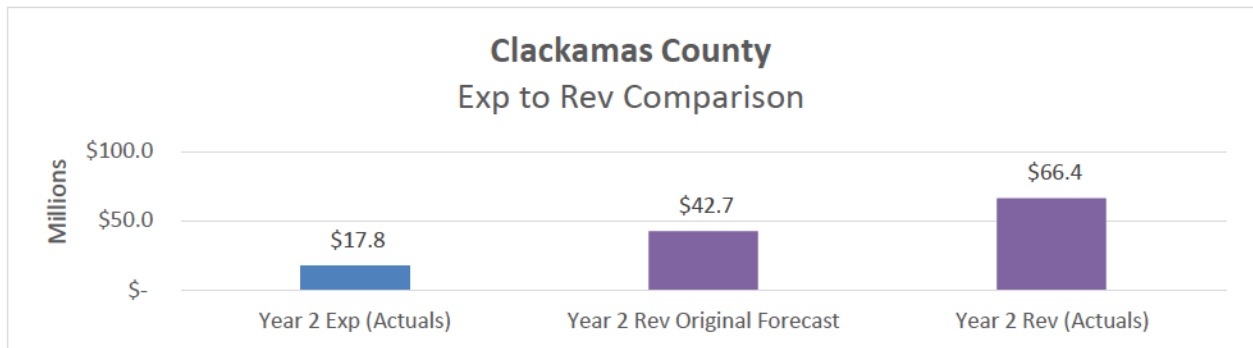
The chart below compares Clackamas County's Spend Down Plan with its actual expenses to date. Clackamas County's Spend Down Plan projected that it would spend 78% of its annual program budget in FY22-23; actual spending per the Q4 report was 62%. A series of new procurements was expected to result in contracts by the beginning of Q4, but staff capacity and scope changes caused a one quarter delay. In addition, service providers faced recruiting and retention challenges that resulted in underspending.



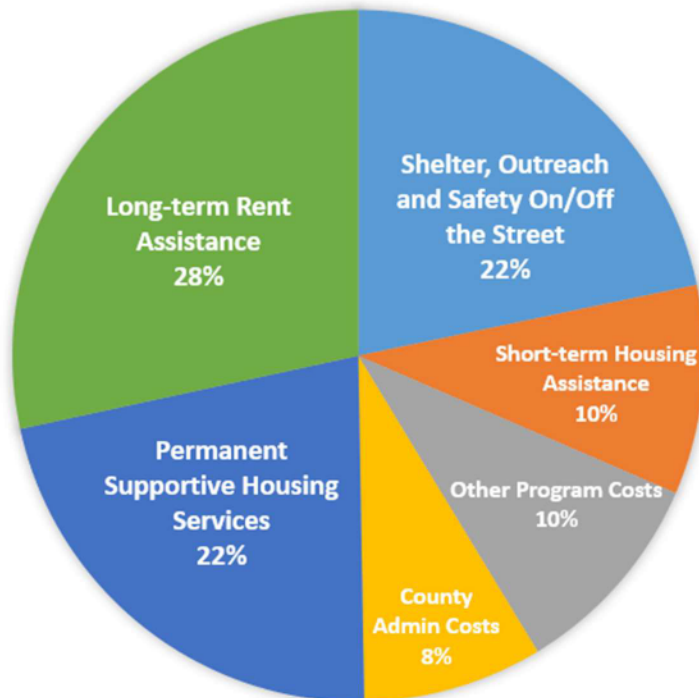
The following chart compares Year 1 spending with Year 2. Clackamas County spent over 5 times more in Year 2 as compared to Year 1.



The chart below compares expense and revenue (original forecast and actuals). Programming is expected to expand to fully utilize annual revenue in the next 1-2 years.



**Clackamas County SHS Spending by Program Category**  
(Year 2: July 2022 – June 2023)



## Multnomah County Snapshot

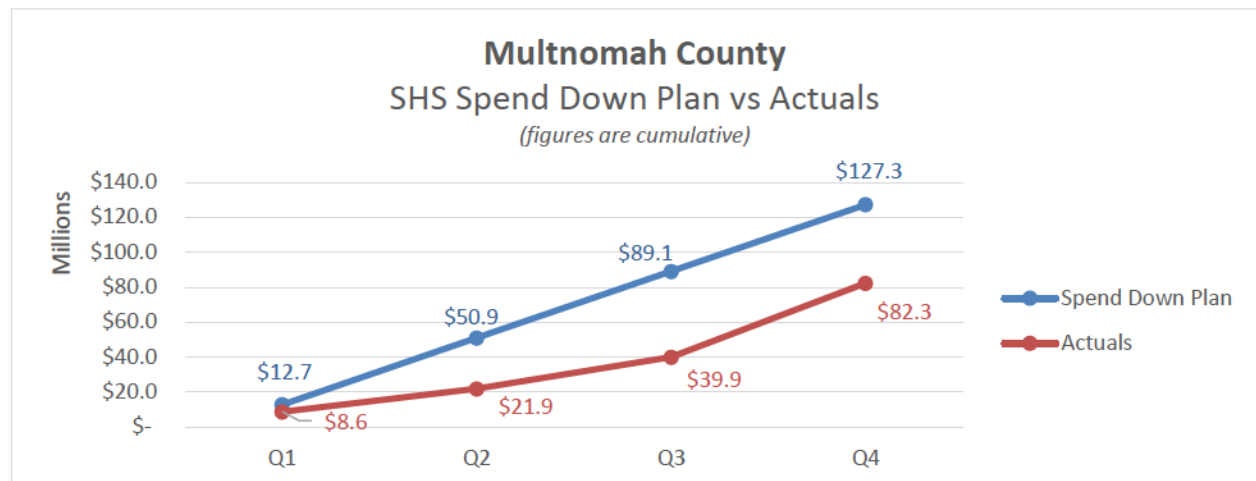
Multnomah County included estimated carryover in its FY22-23 budget. Due to higher actual carryover and FY22-23 collections, Multnomah County had a total of \$202.8 million in resources by the end of Year 2. Multnomah County reported \$82.3 million in FY22-23 expenses, which, after accounting for its \$5 million stabilization reserve, left a carryover of \$115.5 million for next fiscal year.

Multnomah County had a significant increase in reported expense – Q4 expenses were greater than Q1-Q3 combined. This increase was primarily due to a push in short term housing assistance. Due to overall spending below the spend down plan target for the year, Metro and Multnomah County have agreed to a Corrective Action Plan with specific spending goals for FY23-24.

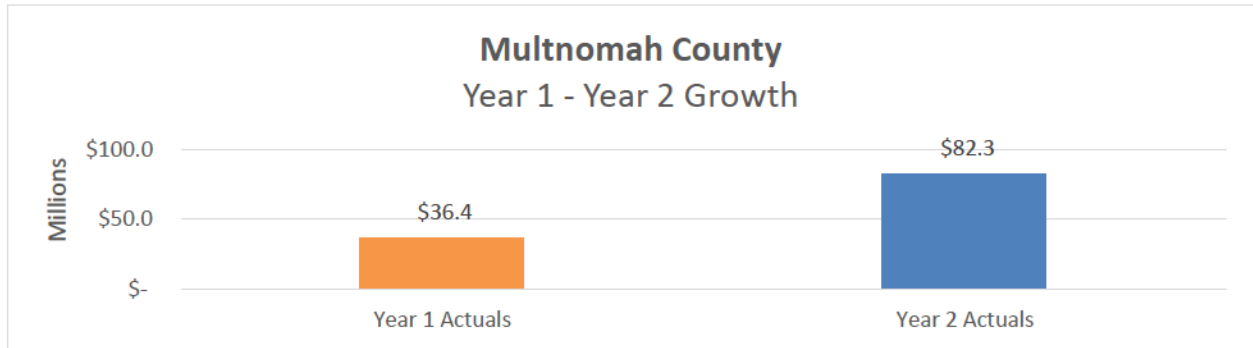
Multnomah County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	44,918,800	61,720,728	137%
SHS Program Revenue	90,803,734	141,104,550	155%
<b>Total Resources</b>	<b>135,722,534</b>	<b>202,825,278</b>	<b>149%</b>
Program Costs	127,342,534	82,349,049	65%
Contingency	8,380,000	-	0%
<b>Total Requirements</b>	<b>135,722,534</b>	<b>82,349,049</b>	<b>61%</b>
Reserves	-	5,000,000	
<b>Carryover to next period</b>	<b>-</b>	<b>115,476,229</b>	

## Charts

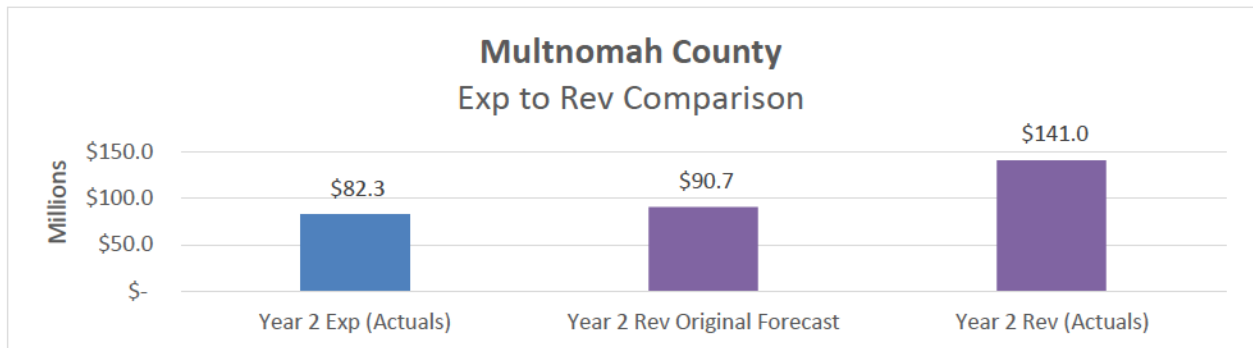
The chart below compares Multnomah County's Spend Down Plan with its actual expenses to date. Multnomah County's Spend Down Plan projected that it would spend 100% of its annual program budget in FY22-23; actual spending per the Q4 report was 65%.



The following chart compares Year 1 spending with Year 2. In Year 2, Multnomah County more than doubled its spending as compared to Year 1.

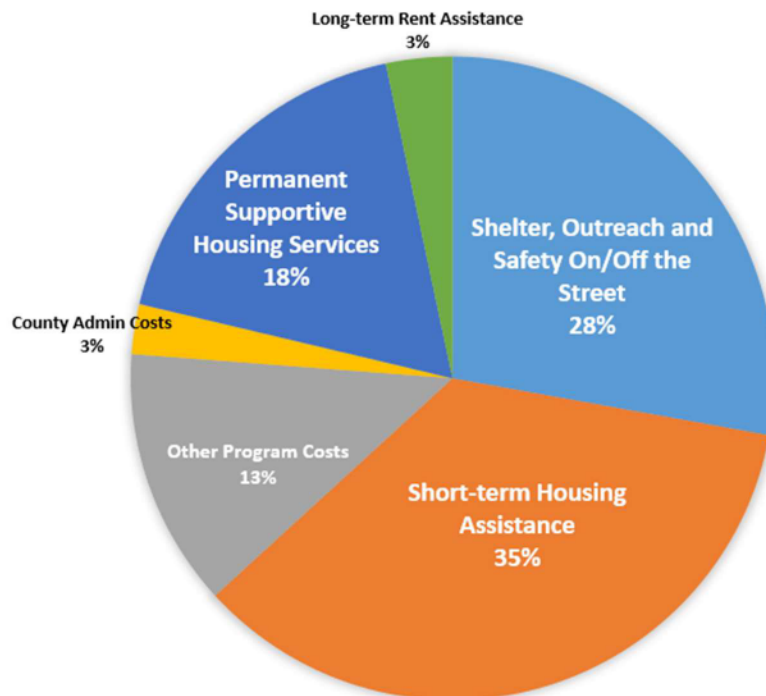


The chart below compares expense and revenue (original forecast and actuals). Programming is expected to expand to fully utilize annual revenue in the next 1-2 years.



### Multnomah County SHS Spending by Program Category

(Year 2: July 2022 – June 2023)





## Washington County Snapshot

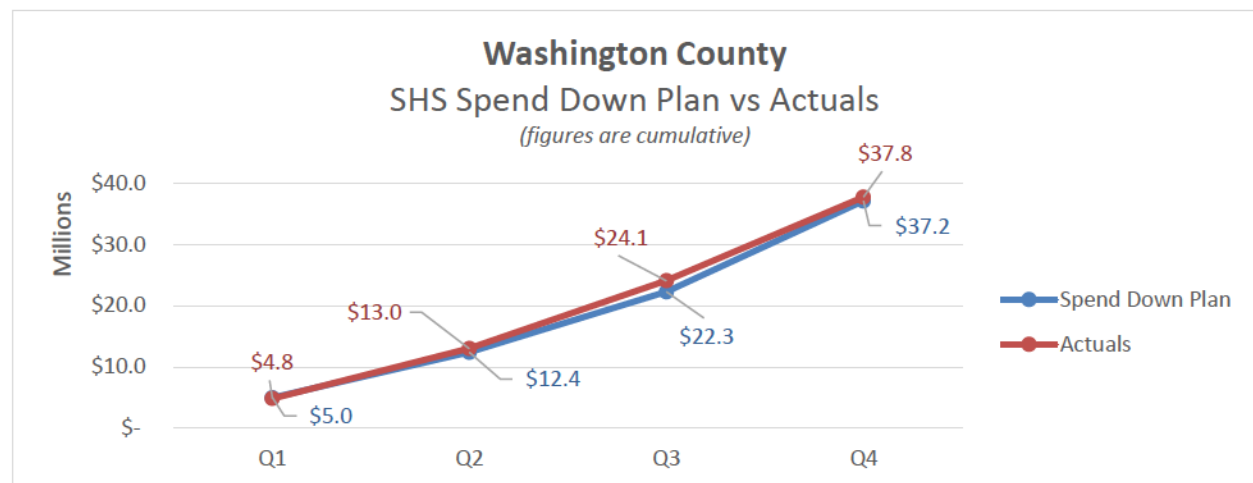
Washington County did not include estimated carryover in its FY22-23 budget and program revenue was based on Metro's original forecast, which was later revised higher. Due to higher actual carryover and FY22-23 collections, Washington County had a total of \$150.2 million in resources by the end of Year 2. Washington County reported \$37.8 million in FY22-23 expenses, leaving a carryover of \$112.4 million for next fiscal year.

In its Q4 report, Washington County indicated that it expects overall Year 2 spending to increase by \$6.8 million once all expenses have been accounted for following year-end reconciliations. The final Year 2 figure will be provided in its Annual Report in October 2023.

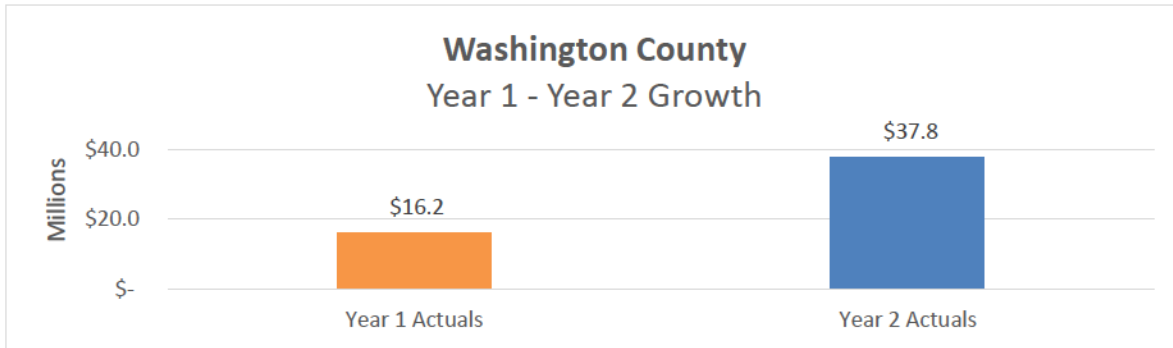
Washington County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	-	47,427,624	
SHS Program Revenue	50,328,300	102,791,345	204%
<b>Total Resources</b>	<b>50,328,300</b>	<b>150,218,969</b>	<b>298%</b>
Program Costs	49,587,320	37,811,962	76%
Contingency	740,980	-	0%
<b>Total Requirements</b>	<b>50,328,300</b>	<b>37,811,962</b>	<b>75%</b>
Reserves	-	-	
<b>Carryover to next period</b>	<b>-</b>	<b>112,407,007</b>	

## Charts

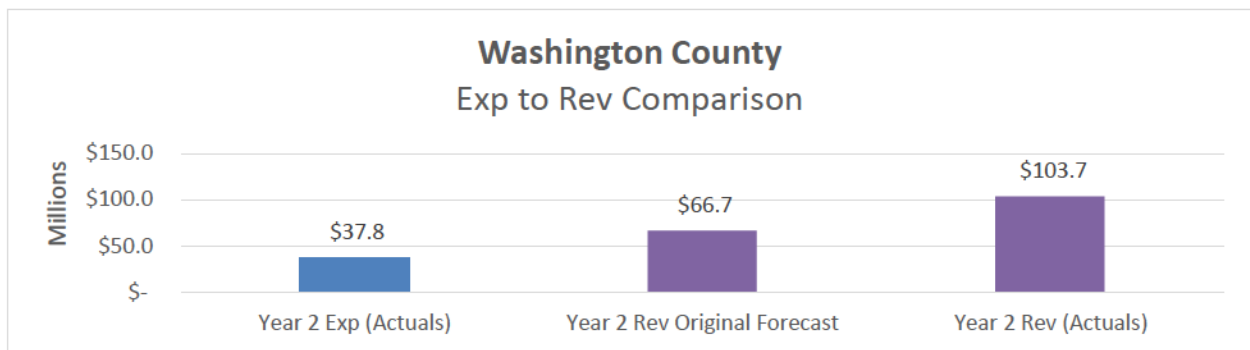
The chart below compares Washington County's Spend Down Plan with its actual expenses to date. Washington County's Spend Down Plan projected that it would spend 75% of its annual program budget in FY22-23 as the program continues its ramp-up; actual spending per the Q4 report was 76% and is expected to increase to 90% after the year-end close is complete.



The following chart compares Year 1 spending with Year 2. In Year 2, Washington County more than doubled its spending as compared to Year 1.

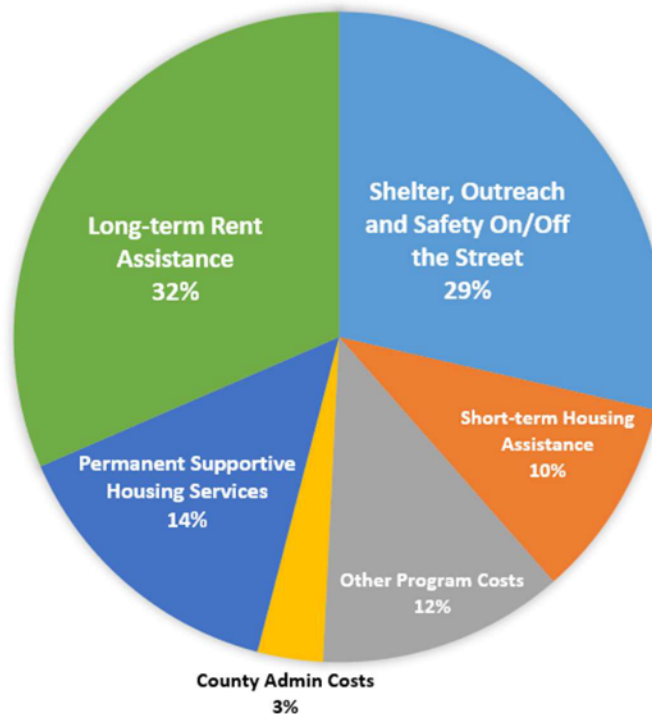


The chart below compares expense and revenue (original forecast and actuals). Programming is expected to expand to fully utilize annual revenue in the next 1-2 years.



### Washington County SHS Spending by Program Category

(Year 2: July 2022 – June 2023)





# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 23-24 (Final Draft 8.18.2023)





SECTION 2: ANNUAL OBJECTIVESBY CATEGORY

Washington County

Program year FY 23/24

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

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

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

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

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

### Category 1: FRAMING AND CONTEXT NARRATIVE

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

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

As we move into the 23-24 year, we continue to uphold many of the existing housing goals, analyze the foundational components of our programs, and streamline efforts to create an effective, efficient and sustainable homeless delivery system in Washington County.

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

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

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

<b>Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs</b>		developing these seven service provider partnerships and support these organizations to be able to serve more people from diverse communities across Washington County.
	Expand technical assistance and capacity building support for culturally specific providers	The Department of Housing Services provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-one support, and consultants hired to provide specific technical assistance. In the coming year, the division is continuing the support and has a goal to ensure 100% of contracted culturally-specific partners are accessing available technical assistance and capacity building resources, and 75% of our other service provider partners.
<b>Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance</b>	Expand Diversity, Equity & Inclusion (DEI) training competencies to ensure 100% participation across the system of providers	As the training platform, PowerDMS has launched, Washington County is developing and implementing culturally responsive training. This curriculum will include trainings on anti-racist practices in program design and implementation, and trainings to clearly define and teach culturally responsive service provision for all partnering organization staff. These programs will be required, and participation will be measured.

## Category 2: FRAMING AND CONTEXT NARRATIVE

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



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

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Expand evaluation and monitoring programming to ensure contract outcomes and impact	In the third program year Washington County will strengthen our programs with evaluation and monitoring supports to enhance technical assistance, program improvements and community outcomes. This will include desk monitoring contract metric compliance management	Create a Standard of Care among all service providers that culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; Establish consistent definitions, standards of care and evaluation practices to improve service provision, outcomes and supports for community partners
Launch new aligned governance structure to oversee and advise the entire homeless services system	As Washington County prepares for the coming program year and experiences continued growth in our homeless system, we are bringing our reporting and governance bodies into coordinated alignment as one homeless services system. This includes a reorganization of advisory bodies and streamlining a single set of guidance.	
Launch 45 new housing careers	The Housing Careers Workforce Development Project recently launched. In the coming year, the program has the infrastructure to partner with leading experts to recruit, train, support and employ at least 45 individuals, with a preference for BIPOC participants who were previously homeless or experienced housing instability and desire to grow a career in the homeless services industry.	Diversity of staff by race, ethnicity, sexual orientation, gender identity, disability status and lived experience. The investment strengthens the system and ensures expanded culturally specific provisions and services to help meet the needs of the community and increase the workforce.

Category 3: FRAMING AND CONTEXT NARRATIVE

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

Category 4: OTHER ANNUAL GOALS BASED ON LIP

OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Reduce average stays in shelter programs to less than 100 days	System evaluation has measured the length of time people are staying in our shelter programs. While there has been progress with shelter stays, such as adding case management until stable housing is secured and expanding year-round shelter capacity, we also know it is taking longer for people to become housed. This is largely because our shelters are open longer or year-round, so shelter stays are necessarily longer. Nonetheless, we want to ensure strong flow-through in our system such that people are able to secure housing and leave shelter as quickly as possible.	The Washington County SHS System of Care will coordinate and strategize investments for Shelter and Transitional Housing; To coordinate long-term system goal, phasing investments requires evaluation of progress and adjustment of programmatic approaches including housing outcomes over time.
Create new graduation and housing retention approaches for households no longer in need of intensive support services	We understand that many households can reach a level of stability that would allow them to exit intensive support services and maintain their housing independently with minimal supports. These exits will support the inflow by allowing support services to be available to new households entering the system. This year, Washington County will implement a strategy that will create additional housing services capacity in our system, while providing just the right level of service needed for those in our housing programs.	Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness with year over year system improvements and regional coordination.; Establish consistent definitions, standards of care and evaluation practices to improve service provisions and outcomes.

Launch new programs to improve system performance including Recuperative Care and youth focused housing programs	While many new housing programs have been launched and are robustly serving our communities in new ways, some programming area gaps remain. In the third program year, Washington County will launch new programs to better serve homeless youth and homeless individuals who need medical care while staying in our shelter programs.	Create Supportive Housing Placements with Permanent Housing and Supportive Services; Building partnerships and programs with the Healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.
Open 60 new year-round shelter beds to complete our shelter system capacity	Pod shelter programs, or “safe rest villages” are demonstrated successful programs in Washington County offering an alternative shelter option for community members. Temporary pod shelter programs will provide shelter system capacity in advance of permanent shelter sites that will sustain this compacity long term. Additionally, 30 more shelter beds are anticipated to open in Tigard at the new Project Turnkey site operated owned by Tualatin Valley Family Promise.	Add 250 year-round shelter beds in Washington County

#### Category 4: FRAMING AND CONTEXT NARRATIVE

Understanding the current unmet need and state of our system is an important step in determining and implementing our goals within the workplan. We also know that in order to keep up with the inflow of newly homeless households in the system, it will become necessary for some households achieve a level of stability such that they can graduate from supportive services and make room in our system for new households in need.

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

## Washington County FY24 Supportive Housing Services Budget

<b>Annual Program Budget (by Program Category)</b>				
	Annual Budget	Amended Budget #1	Amended Budget #2	Amended Budget #3
<b>Metro SHS Requirements</b>				
<b>Program Costs</b>				
<b>Activity Costs</b>				
<b>Shelter, Outreach and Safety on/off the Street</b> (emergency shelter, outreach services and supplies, hygiene programs)	16,324,206			
<b>Short-term Housing Assistance</b> (rent assistance and services, e.g. rapid rehousing, short-term rent assistance, housing retention)	17,910,572			
<b>Permanent supportive housing services</b> (wrap-around services for PSH)	9,865,260			
<b>Long-term Rent Assistance</b> (regional long-term rental assistance, the rent assistance portion of PSH)	22,027,590			
<b>Systems Infrastructure</b> (service provider capacity building and organizational health, system development, etc)	1,240,073			
<b>Built Infrastructure</b> (property purchases, capital improvement projects, etc)	4,000,000			
<b>Other supportive services</b> (liaison, risk mitigation pool, recuperative care)	4,300,991			
<b>SHS Administration</b> (employment, benefits)	7,253,741			
<i>Insert addt'l lines for other activity categories</i>				
<b>Subtotal Activity Costs</b>	82,922,433	-	-	-
<b>Administrative Costs</b> <sup>[1]</sup>				



# Supportive Housing Services (SHS) Annual Work Plan Template

Supportive Housing Services Program

FY 23-24



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

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

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

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

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

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

SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

County name: MULTNOMAH

Program year: FY2024

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

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

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

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

Regional Metric	Annual Goal	Additional Context/Details/Notes
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	550 PSH opportunities	Supportive housing opportunities this fiscal year will be created through tenant-based and project-based housing. There will be 283 site-based apartments created through project-based permanent supportive housing (PSH) and 267 tenant-based PSH vouchers.
Number of housing placements (people and households):	1,345 People / 1,010 HH	This number is the sum of the housing placements for PSH and rapid re-housing (RRH) for Fiscal Year 2024 (FY24).
Permanent Supportive Housing (PSH):	655 People / 490 HH	PSH provides deeply affordable housing with wraparound supportive services, including behavioral health care, case management, education, and job supports to assist households in their goal of achieving housing stability.
Rapid Re-Housing/Short-term Rent:	690 People / 515 HH	RRH is a model that provides short-term rent assistance to support people exiting homelessness by providing staff support to help identify permanent housing opportunities and/or help people to retain their housing. There are different rapid re-housing programs across the homeless service continuum that serve adults, youth, families with children, and people fleeing domestic violence or sex trafficking.
Other Permanent Housing (if applicable):	N/A	
Number of homelessness preventions (households):	800 People / 600 HH	Eviction prevention programs will be available at multiple community-based organizations that will provide short-term flexible client assistance to allow households to maintain their housing and prevent people from entering

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

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

Topic/Category	Annual Goal	Additional Context/Details/Notes
Number of emergency shelter beds the JOHS funded with SHS funds	245 beds	Emergency shelter beds include non-congregate, alternative, and congregate programs that will serve adults, youth, families with children, and people fleeing domestic violence.

**Category 1: Framing and context narrative**

In FY24 the Joint Office will shift much of its FY23 SHS-funded emergency shelter investments to increasing the SHS-funded Supportive Housing portfolio. The Supportive Housing portfolio sustains the people placed into long-term housing since July 2021. In the upcoming year, the Joint Office is strategically investing in additional Supportive Housing capacity to reach Multnomah County’s Local Implementation Plan (LIP) goal to support at least 2,235 Population A households to obtain and retain permanent housing.

As a reminder, the Joint Office used the 2019 report *Governance, Costs, and Revenue Raising to Address and Prevent Homelessness in the Portland Tri-County Region* and the 2020 *Regional Supportive Housing Services Tri-County Data Scan* to create the goal to support 2,253 Population A households to obtain and retain permanent housing. Based on the findings in those reports, there were approximately 4,936 eligible Population A households in the Metro region. Taking the eligible number of Population A households and applying the 45.3% of the annual collected tax revenue from the SHS measure that Multnomah County will receive each year, resulting in 2,350 households (45.3% of 4,936 = 2,235). For more information, [see Multnomah County’s 2020 Local Implementation Plan, section System Gaps and Needs Analysis \(pages 9-19\).](#)

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

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

- Goal: **Provide access to services and housing for Black, Indigenous, and people of color at greater rates than Black, Indigenous, and people of color experience homelessness**



- Goal: **Increase culturally specific organization capacity with increased investments and/or expanded organizational reach for culturally specific organizations and programs**
- Goal: **Build (for provider network) anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards, and technical assistance**

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

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

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

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

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance, and how does it advance the goal(s)
Provide technical assistance and/or capacity building funds for 15-20 new and expanding providers.	Technical assistance can include NOFA qualification navigation support, connection to technical writing TA, as well as capacity-building funds to support organizational growth and development, which is intended to build new competencies, strategies, systems, and structures to support key elements of organizational stability, effectiveness, as well as support the ability to provide culturally relevant services or further advance racial equity across the organization.	Directly supporting providers to build capacity to provide culturally responsive, trauma-informed services that center equity will contribute to both expanding organizational reach for culturally specific providers and programs, as well as support participating providers across the system of care in improving their ability to meet the regional standards for culturally responsive policies and standards.
Engage and provide support to 10-15 new and emerging Culturally Specific Organizations.	Engagement and support with new and emerging culturally specific providers who are aspiring to qualify to provide services, who are qualified but not yet contracted, and who are working to build capacity to contract with JOHS. Engagement and support can include general support and q&a, community engagement, NOFA navigation support, and connection to technical assistance (for technical writing in a qualification process or capacity-building).	Engaging and supporting new and emerging culturally specific organizations will support our goal of increasing the capacity of the system to provide culturally specific services as well as increasing the capacity for new and emerging culturally specific providers to contract with JOHS and provide services.
Complete analysis of effective shelter models, specifically focusing on (i) best practices in moving from unsheltered homelessness to housing and (ii) assessing the effectiveness of alternative shelter models.	The SHS expansion of the JOHS Data, Research and Evaluation program supports evaluation activities that focus on priorities outlined in the SHS Local Implementation Plan. These projects include a community-based needs assessment of geographic equity in the provision of homelessness services (Geographic Equity Study), a quantitative and qualitative analysis of the determinants of successful exits from unsheltered homelessness (Pathways to Housing Study), a qualitative analysis of effective alternative shelter programs (Alternative Shelter Evaluation) and an analysis of best practices in providing emergency shelter services (Effective Shelter Models Evaluation).	This research will improve the quality and effectiveness of emergency shelters as a pathway to permanent housing, thereby shortening shelter stays and making more bed space available ( <i>LIP goal: Increase culturally specific emergency shelter bed capacity</i> ).
Develop a quality By-Name List for Chronically Homeless adult households in order to have current and detailed information on every person that meets the Population A definition.	Built for Zero serves as a framework to expand data collection, increase data quality and utilize data for system and client-level prioritization of services. FY2024 goals include:	This work meets capacity-building goals, developing partnerships with stakeholders, as well as necessary steps to build regional data collection standards.



Expand data collection and update coordinated entry processes to be more timely, more accurate, and more comprehensive.	<ul style="list-style-type: none"> <li>• Develop, in alignment with the development of a new Coordinated Access Assessment Tool, a new data collection form to be used during outreach and engagement.</li> <li>• Pilot data collection using the new staged assessment tool, as well as other aggregate data monitoring processes, in areas currently not collecting data completely, such as outreach and navigation.</li> <li>• Report Built for Zero core metrics for Population A, including inflow and outflow, as well as key demographics and contextualizing data to better understand Population A.</li> </ul>	
Launch a new Coordinated Access tool for the adult and family systems of care.	The JOHS is working with two consultants: Focus Strategies and C4 and community-based organizations to revise the coordinated access process and to create a new assessment tool to be more responsive, effective, and culturally appropriate.	Provide access to services and housing for Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color at greater rates than Black, Indigenous, Latino/a/x, Asian, Pacific Islander, and other people of color experience homelessness.

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

OTHER ANNUAL OBJECTIVES BASED ON LIP GOALS	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Complete analysis of unmet needs and JOHS investments in Multnomah's East County	<p>The East County Analysis is the initial part of research work on geographic equity, and will address the following issues:</p> <ul style="list-style-type: none"> <li>• How are the outcomes of "equitable access" and "services meeting needs" defined and measured?</li> <li>• What are the unmet needs in East County?</li> <li>• What investments is the JOHS currently providing in East County?</li> <li>• What investments can the JOHS make to better meet the unmet needs in East County?</li> </ul>	The East County Analysis will guide our ongoing and future programming investments to ensure geographic equity in the provision of services ( <i>LIP goal: Geographic equity in the distribution of homeless services</i> ).
Wage Study Goal: Conduct follow-up outreach with participating agencies regarding their planned actions and support needs in classification, compensation, and benefits.	<p>Multnomah County has completed the initial study phase of this compensation study. The next steps include:</p> <ul style="list-style-type: none"> <li>• Socializing study findings with relevant stakeholders</li> <li>• Soliciting feedback from participating agencies on how they could address the issues identified in the study</li> </ul>	The work underway, which aims to translate the findings of the JOHS Wage Study into concrete actions to improve staff satisfaction and retention will support effective service delivery by developing a consistent and high-quality workforce ( <i>LIP goal: Evaluate CBOs' ability to attract and</i>

	<ul style="list-style-type: none"><li>● Conducting follow-up outreach with participating agencies to learn how JOHS can support agencies' efforts</li><li>● Identifying action items that can be carried through in contracting and technical assistance.</li></ul>	<i>retain talent given current compensation levels and approaches to equity).</i>
--	---	---

# Multnomah County

## SHS FY24 Budget by Program Division

**32% - \$43.8M**

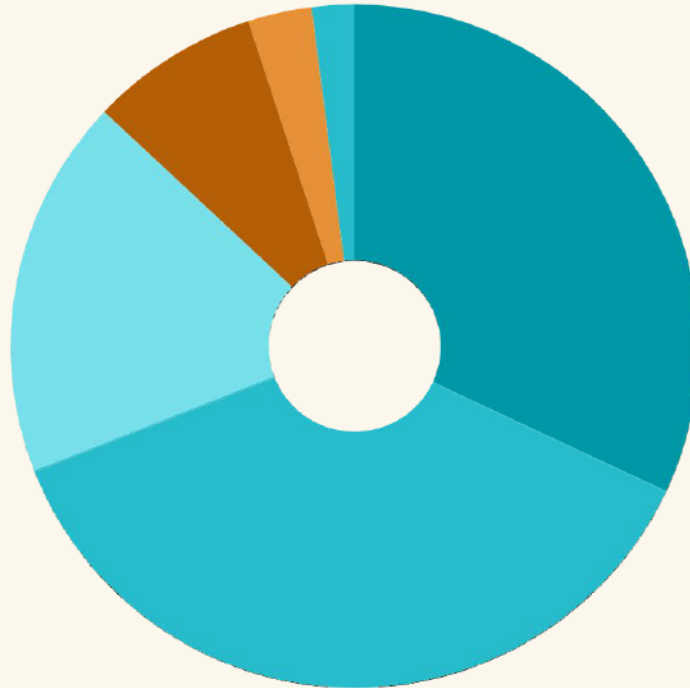
**Housing Placement &  
Retention**

**37% - \$50.3M**

**Supportive Housing**

**18% - \$25.1M**

**System Support,  
Access, & Coordination**



**8% - \$11.2M**

**Safety off and on the  
Streets**

**3% - \$3.6M**

**Strategic Capital  
Investments**

**2% - \$2.6M**

**Administration &  
Operations**

**SHS Total FY24 Adopted Budget: \$136.7M**



# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 23-24

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

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

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

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

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

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



SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

County name: Clackamas County

Program year: FY 2023-2024

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

Category 1: HOUSING/PROGRAM QUANTITATIVE GOALS

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

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

Regional Metric	Annual Goal	Additional Context/Details/Notes
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	405 Vouchers/Units	Clackamas County plans to add 360 new households to its Regional Long-term Rent Assistance program and will also bring 45 units of permanent supportive housing online through the Good Shepherd Village housing development and by investment in supportive services at Renaissance Court Apartments.
Number of housing placements (people and households):		
Permanent Supportive Housing (PSH)	405 Households	Permanent Supportive Housing Placements will primarily serve households which meet the Population A definition. Placements will be done through a combination of tenant and project based vouchers.
Rapid Re-Housing/Short-term Rent Assistance	120 Households	Rapid Rehousing placements will primarily serve households which meet the Population B definition.
Other Permanent Housing (if applicable)	N/A	Clackamas County’s primary focus is increasing the number of SHS funded PSH and RRH placements. As SHS funded programs continue to grow in future years the County will identify future opportunities to leverage resources and establish partnerships to create other types of permanent housing.
Number of homelessness preventions (households):	625 Households	Eviction prevention services will primarily serve households which meet the Population B definition. Households referred through the county’s Coordinated Housing Access system and those who reside in properties owned by the Housing Authority of Clackamas County will receive assistance.
Housing retention rate(s) (%)		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	

Other Permanent Housing (if applicable)	N/A	
---	-----	--

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

Topic/Category	Annual Goal	Additional Context/Details/Notes
Supported Emergency/Transitional Shelter Units	155 Units	Clackamas County will focus on opening new shelter capacity dedicated for youth households and the county’s first culturally specific shelter for Native American families.

**Category 1: Framing and context narrative**

In FY 2023-2024 Clackamas County will continue primarily focusing on the expansion of its SHS funded permanent supportive housing and rapid rehousing placements. The Regional Long-term rental assistance program will continue to see significantly increased investments to support 360 new households. SHS funding will also support 45 new permanent supportive housing units at two affordable housing developments. The county is also launching its first large-scale SHS-funded rapid rehousing programs in the first quarter of this fiscal year. Additional significant investments are being made into eviction prevention to stabilize households which are experiencing housing instability and are at risk of experiencing homelessness. In FY 2023-2024 Clackamas County will continue to support the 140 units financed by SHS funds in FY 2022-2023 and will open an additional 15 units, half of which will support youth and the other half will support Native American families. The county will also conduct procurements and significantly invest in additional system infrastructure this year. While these developments will likely not all open in FY 2023-2024, these investments will lay the foundation for a significant expansion of safety-off-the-streets and housing services as a whole in the coming years.

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

Objective	Additional Details (optional)	Which LIP goal(s) does this objective advance and how does it advance the goal(s)
Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services	Provide dedicated funding for capacity building efforts within culturally specific providers and offer technical assistance in areas that include, but are not limited to, accounting, human resources, organizational development, and strategic planning.	This objective advances Clackamas County’s goal of growing culturally and linguistic program capacity. These investments will enhance the capacity for our various culturally specific providers, particularly for providers which are new to providing services in Clackamas County or are smaller grassroots organizations.
Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes	Implement recommendations from Unite Oregon and the Coalition of Communities of Color who are conducting focus groups with people of color to drive racial equity improvements.	This objective advances Clackamas County’s goals of achieving positive housing and service outcomes for Communities of Color to be equal to or better than Non-Hispanic white household outcomes and of increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness. The county has partnered with the Coalition of Communities



		of Color and Unite Oregon to conduct a series of engagement with communities of color to establish recommendations for advancing equity within the county's coordinated entry system.
--	--	---

**Category 2: Framing and context narrative**

Clackamas County committed to addressing racial disparities present in our housing services system through a variety of strategies and goals outlined in the County’s Local Implementation Plan. The county is implementing those strategies through the above objectives.

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

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

Category 3: Framing and context narrative

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

Category 4: OTHER ANNUAL GOALS BASED ON LIP

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

Category 4: Framing and context narrative

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

# FY 2023-24 Budget - \$104.0 million

Category*	FY 2023-24 Revenue (Ongoing)	Carryover Funds (One-time)	All SHS Funds
Administration (5%)	2,263,770	1,958,609	4,222,379
Program (90%)	40,847,852	41,013,680	81,861,532
Regional Strategies (5%)	2,263,770	4,332,132	6,595,902
Contingency (5%)	--	2,263,770	2,263,770
Stabilization Reserves (20%)	--	9,055,078	9,055,078
Total	45,375,392**	58,623,269	103,998,661

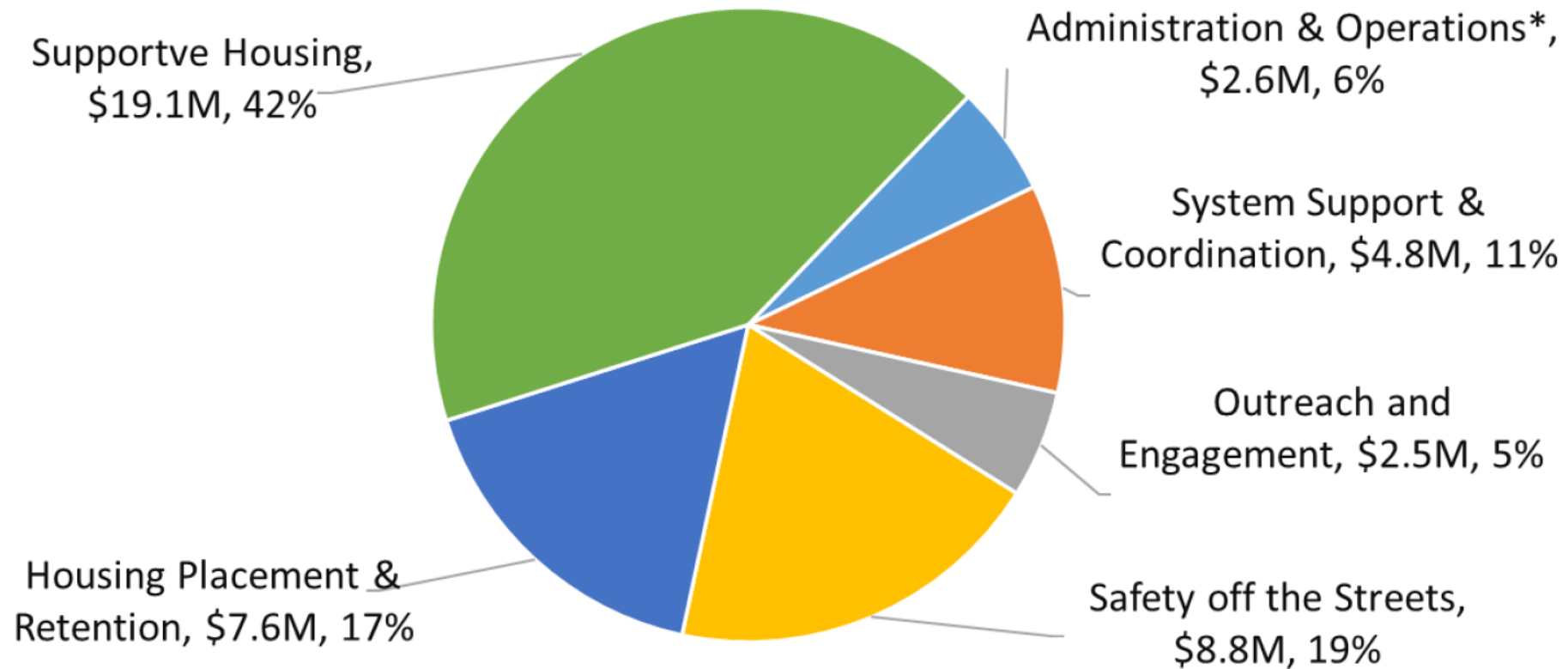
\*Percentage of forecasted FY 2023-24 revenue amount of \$45,275,392

\*\*Includes \$100,000 of anticipated interest earnings.



# FY 2023-24 Budget by Program Category - \$45.4 million (Ongoing)

---



*\*Exceeds 5% due to inclusion of program staff and associated costs*

# Metro Supportive Housing Services Program

## FY23 Q4 Quarterly Reports by County

[Clackamas County](#)

[Multnomah County](#)

[Washington County](#)

This is Tom Cusack in Lake Oswego. I am a retired HUD field office Director for Oregon and the author of the Oregon Housing Blog.

In order for public comments to be sent in advance to Committee members Metro requires that comments for Oversight Committee meetings be transmitted by close of business on the Wednesday preceding the planned meeting. That deadline is today August 23rd.

As of 9 AM on Wednesday August 23 the packet for the meeting consists of the minutes from the preceding meeting with NO details on any of these planned agenda items:

***9:55 a.m. Multnomah County Corrective Action Plan update***

***10:10 a.m. Metro finance update: Metro tax collection and disbursement update***

***10:15 a.m. Presentations and discussions: County FY23-24 program budgets and carry over funds***

***11:10 a.m. Continued: County FY23-24 program budgets and carry over funds***

***11:45 a.m. Presentation: FY22-23 Q4 progress***

## Agenda



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 link](#))  
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.

---

9:30 a.m.	Welcome and introductions
9:40 a.m.	Conflict of Interest declaration
9:45 a.m.	Public comment
9:55 a.m.	Multnomah County Corrective Action Plan update
10:10 a.m.	Metro finance update: Metro tax collection and disbursement update
10:15 a.m.	Presentations and discussions: County FY23-24 program budgets and carry over funds
11:05 a.m.	Break
11:10 a.m.	Continued: County FY23-24 program budgets and carry over funds
11:45 a.m.	Presentation: FY22-23 Q4 progress
11:55 a.m.	Next steps
12:00 p.m.	Adjourn

The absence of the details of these agenda items prevents informed public comment.

***There was more than \$300 million region wide in unobligated SHS balances at the end of the fourth quarter.***

How is the public supposed to make informed comments on this and other agenda items if the committee is not committed to timely providing the details that would allow informed comments?

Given the failure to post the details on a timely basis I request that the Wednesday deadline for this meeting be moved to Friday close of business and that the details be immediately posted for public review.

This is Tom Cusack in Lake Oswego.

I am in travel status today but in the short time available to provide comments by the new 11 AM Friday deadline I have four comments and related questions.

Clackamas County reports an 85% share of persons assisted were in population group A. Multnomah County reports only 25%.

See my blog post: <http://www.oregonhousing.blogspot.com/2023/08/full-year-shs-reports-out-1-big.html>

***Q1. Is there a problem with inconsistent reporting? If not, why is there a substantial difference between counties?***

---

The intergovernmental agreements for each county require that 75% of SHS funding be spent on population group A. I have yet to find any public reporting of the actual percentages by county.

***Q2. Does that reporting exist? And if not, why not?***

The quarterly reports show counts of RLRA assistance, but no accounting for the per unit monthly cost for RLRA

***3. Is anyone tracking the monthly per unit cost of RLRA and if not, why not?***

A recent Multnomah county report indicated that SHS funds were 75% of the operating budget for 19 nonprofit organizations with 3,500 FTE's. <https://johs.us/wp-content/uploads/2023/08/JOHS-CCB-Study-August2023.pdf>

Metro's budget for this fiscal year provided for a significant increase in the count of Housing FTEs supported by SHS funds.

***4. How many FTEs in governmental organizations are supported by SHS funds in each county and on Metro staff? And, within each county, how many nonprofit FTE's are supported by SHS funds?***





August 25, 2023

Members of the Supportive Housing Services Regional Oversight Committee,

We are writing today to celebrate great news! The counties are close to meeting or have already surpassed the goals that Metro Council promised voters would see over the lifetime of the measure when they referred Supportive Housing Services to the ballot in 2020.

By June 30, 2023, according to Metro's website, all three counties placed 4,984 people in housing, though it's unclear how this relates to the initial promise of 5,000 people in permanent supportive housing. The counties also prevented homelessness for 16,382 people out of an initial promise of 10,000 people. Put another way, the service providers in our region helped an average of 7 people move from homelessness to housing and prevented homelessness for an additional average of 22 households every day in the past two years. We should celebrate every single one of these individual milestones.

However, it's crucial to recognize that our potential may be greater than our original targets. Surpassing decade-long objectives in merely two years of programming, and at a fraction of the anticipated expenditure, isn't merely a cause for celebration – it's an impetus to redefine our horizons. We're equipped with insights today that we lacked when those initial goals were crafted. We understand that the number of housing placements will reach a cap years before the 10 year mark of this program due to the fact that the RLRA program is long term rental assistance for those who receive it. There is inevitably a point at which the rental obligation of current recipients prevents the counties from issuing any new vouchers. However, we are not aware of an analysis for when that saturation point will occur and we urge Metro to make this information available. With those factors in mind, we urge Metro and the Regional Oversight Committee to revisit and amplify our aims, grounded in our present understanding, capability and systems capacity over the lifetime of the measure.

On another note, as you assess the annual reports, we encourage you to monitor the "non-displacement of funds" priority, which was a critical part of the SHS measure. Recognizing that solving homelessness requires partners at all levels of government—local, state and federal—the non-displacement of funds clause was written into the SHS ballot measure as a crucial accountability mechanism to ensure local taxpayers were not supplanting other funding sources as SHS came online. Washington County is the only county that included this table in their Q4 report. We encourage this committee to ensure this priority is adhered to.

We appreciate the important work you do to provide oversight and accountability to the SHS measure.

Sincerely,

Cole Merkel and Angela Martin  
Co-Directors, HereTogether  
[cole@heretogetheroregon.org](mailto:cole@heretogetheroregon.org)  
[angela@heretogetheroregon.org](mailto:angela@heretogetheroregon.org)

The following materials were received  
during the meeting.





Metro

# Metro Regional Supportive Housing Services

*FY23 Q1-Q4 program progress summary*

SHS Oversight Committee | August 2023



This slide deck is prepared for the Metro SHS Oversight Committee and represents a summary of county SHS implementation progress through Quarter 4 of FY22-23 (July 1, 2022-June 30, 2023). This summary was created using information and data from the Quarter 1 – Quarter 4 quarterly reports submitted by partner jurisdictions to Metro.

These slides provide a high-level summary of progress, with a focus on progress to goals. For more detail, please refer to county quarterly reports.

Please direct any questions about this summary deck to **[housingservices@oregonmetro.gov](mailto:housingservices@oregonmetro.gov)**.



# Metro communications: Recent stories

Eviction prevention: legal representation keeps low-income tenants housed



Hattie Redmond Apartments celebrates grand opening



Washington County launches housing careers pilot program





# Program highlights by county

## Clackamas

- Spending increased from just \$3.3 million last year to over \$17.8 million this year
- Met or exceeded PSH, eviction prevention, and shelter goals for the year
- Launched the first coordinated outreach system in the county's history
- Designed and implemented an improved coordinated entry process - went from a significant backlog of calls to answering live calls and providing in-office assistance during business hours

## Multnomah

- Increased spending from \$33.9 million in Q1-Q3 to \$42 million in Q4 alone
- Met or exceeded eviction prevention and shelter goals for the year
- Doubled their goal for bringing on new culturally specific community-based organizations (10 total)
- Increased cost of living adjustment (COLA) in existing SHS-funded contracts to 6%, up from 4%

## Washington

- Expended 90% of their budgeted expenses, surpassing goal of 75% for the fiscal year
- Met or exceeded their PSH, eviction prevention, and shelter goals for the year
- The Housing Liasion Pilot has expanded partnerships, including one to reduce and resolve homelessness for justice-involved community members
- The Homeless Services Division completed its first comprehensive Annual Performance Evaluation and Report

# Regional program highlights

## **New community services database**

- Counties are working toward the creation of a new community services database that will be used by all services providers in Clackamas, Multnomah, and Washington Counties
  - The new system will share some participant information with all system users throughout the Portland Metro and expedite finding client information and reduce the creation of duplicate client records

# Outreach

- Clackamas: Developed a formal outreach request process and accompanying guidelines to standardize the referral and contact process of the county's first ever coordinated outreach & engagement system
- Multnomah County: Supported Housing Multnomah Now, an outreach-focused, streets-to-housing pilot program in partners with the Multnomah county Chair's office, the City of Portland, and community-based service partners
- Washington County: Saw success with their first Locally Coordinated Command Center (LC3), which engages with people living in encampments to get them connected with shelter and long-term housing resources

# Coordination with health / behavioral health

- Clackamas: Hired two new SHS-funded behavioral health case managers in the county's Health Centers Division dedicated to supporting individuals experiencing homelessness or housing instability who require higher levels of behavioral and mental health support to find and remain in permanent housing.
- Multnomah: Had the ground opening of the Douglas Fir apartments, a new building with 15 apartments in East Portland for people experiencing symptoms of serious mental illness.
- Washington: Developing a Recuperative Care program that will connect individuals exiting from hospital or inpatient healthcare settings to recover from illness or injury to shelter and medical care who would otherwise experience homelessness.

# Regional overview: Progress to goals snapshot as of June 30, 2023

Permanent Supportive housing* placements				
	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>393</b> households <i>619 people</i>	<b>387</b> households <i>624 people</i>	<b>626</b> households <i>944 people</i>	<b>1406</b> households <i>2187 people</i>
<b>Goals</b>	385 households  <b>102% of goal reached</b>	545 households  <b>71% of goal reached</b>	500 households  <b>125% of goal reached</b>	1430 households

*\*Supportive housing: permanent supportive housing and other service-enriched housing for Population A (e.g. transitional recovery housing)*



# Permanent Supportive Housing: Data disaggregation

Race/Ethnicity	Clackamas 619 people	Multnomah 624 people	Washington 944 people
Asian or Asian American	.5%	2.4%	1.9%
Black, African American or African	12.4%	36.4%	9.5%
Hispanic or Latin(o)(a)(e)(x)	15.5%	22.9%	27.6%
American Indian, Alaska Native or Indigenous	6.5%	19.9%	7.4%
Native Hawaiian or Pacific Islander	1.3%	5.3%	3.1%
White	78.7%	52.2%	77.4%
Non-Hispanic White (subset of White)	63.8%	27.9%	53.8%
Data missing (client refused, unknown, not collected)	.8%	1.8%	6.3%

# Regional overview: Progress to goals snapshot as of June 30, 2023

Rapid Re-Housing placements				
	Clackamas	Multnomah	Washington	Regional total
Progress	19 households	419 households	213 households	651 households
	46 people	694 people	383 people	1123 people
Goals	140 households	800 households	400 households	1,340 households
	14% of goal reached	52% of goal reached	53% of goal reached	

# Rapid Re-Housing and short-term rent assistance: Data disaggregation

Race/Ethnicity	Clackamas 46 people	Multnomah 694 people	Washington 383 people
Asian or Asian American	n/a	2.7%	1.6%
Black, African American or African	10.9%	31%	12.3%
Hispanic or Latin(o)(a)(e)(x)	43.5%	20.6%	45.2%
American Indian, Alaska Native or Indigenous	4.3%	13.8%	7.3%
Native Hawaiian or Pacific Islander	n/a	7.1%	4.7%
White	56.5%	55.2%	75.5%
Non-Hispanic White (subset of White)	43.5%	33.9%	38.1%
Data missing (client refused, unknown, not collected)	6.5%	2.9%	4.7%

# Regional overview: Progress to goals snapshot as of June 30, 2023

## Eviction and homelessness prevention

	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>286</b> households <i>643 people</i>	<b>2067</b> households <i>5380 people</i>	<b>414</b> households <i>1137 people</i>	<b>2767</b> households <i>7160 people</i>
<b>Goals</b>	250 households  114% of goal reached	800 households  258% of goal reached	200 households  207% of goal reached	1,250 households

# Eviction and homeless prevention: Data disaggregation

Race/Ethnicity	Clackamas 643 people	Multnomah 5380 people	Washington 1137 people
Asian or Asian American	1.4%	13.8%	3.2%
Black, African American or African	9.5%	51.9%	23.5%
Hispanic or Latin(o)(a)(e)(x)	15.1%	10.2%	33.5%
American Indian, Alaska Native or Indigenous	4.7%	1.5%	2.6%
Native Hawaiian or Pacific Islander	1.9%	5.8%	4.1%
White	82.6%	22.2%	68.1%
Non-Hispanic White (subset of White)	73.6%	16%	40.3%
Data missing (client refused, unknown, not collected)	1.6%	7.9%	6.1%



# Regional overview: Progress to goals snapshot as of June 30, 2023

## Additional program types: Shelter beds/units

	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>140</b> beds	<b>460</b> units	<b>220</b> beds/units	<b>820</b> beds / units
<b>Goals</b>	140 beds	400 units	80 beds/units	620 beds / units
	100% of goal reached	115% of goal reached	275% of goal reached	

# Regional overview: Population A/B

## Report Out : Q1-Q4 (FY22-23)

	Long-term Homeless (Population A)			Homeless/At Risk (Population B)			TOTAL (regional)
	Clack	Mult	Wash	Clack	Mult	Wash	
Total <b>households</b> placed/ stabilized in housing	576	677	528	122	2274	725	4902
Total <b>people</b> placed/ stabilized in housing	1099	934	809	209	5647	1656	10,354

# Regional Long-term Rent Assistance program snapshot

	Clackamas	Multnomah	Washington	Regional total
Total housed (leased up) <b>this year</b>	<b>296</b> households	<b>216</b> households	<b>606</b> households	<b>1118</b> households
Total households in housing using RLRA voucher*	<b>412</b> households	<b>404</b> households	<b>906</b> households	<b>1722</b> households

***\*Number of households in housing using an RLRA:** Number of households/people who were in housing using an RLRA voucher at any point during the reporting period. (Includes (a) everyone who has been housed to date with RLRA and is still housed, and (b) households who became newly housed during the reporting period.)*

# Programmatic Issues and Challenges

- Lags in HMIS data entry due to internal capacity issues within the service providers
- Recruiting and retaining staff remains an issue for service providers
- Delays in invoicing and challenges with reimbursement-based contracts are a challenge for both the counties and service providers in spending down funds
- All counties behind on goals for short-term rent assistance



# Washington County

## For the Regional SHS Oversight Committee

FY23/24 Budget and Investment planning

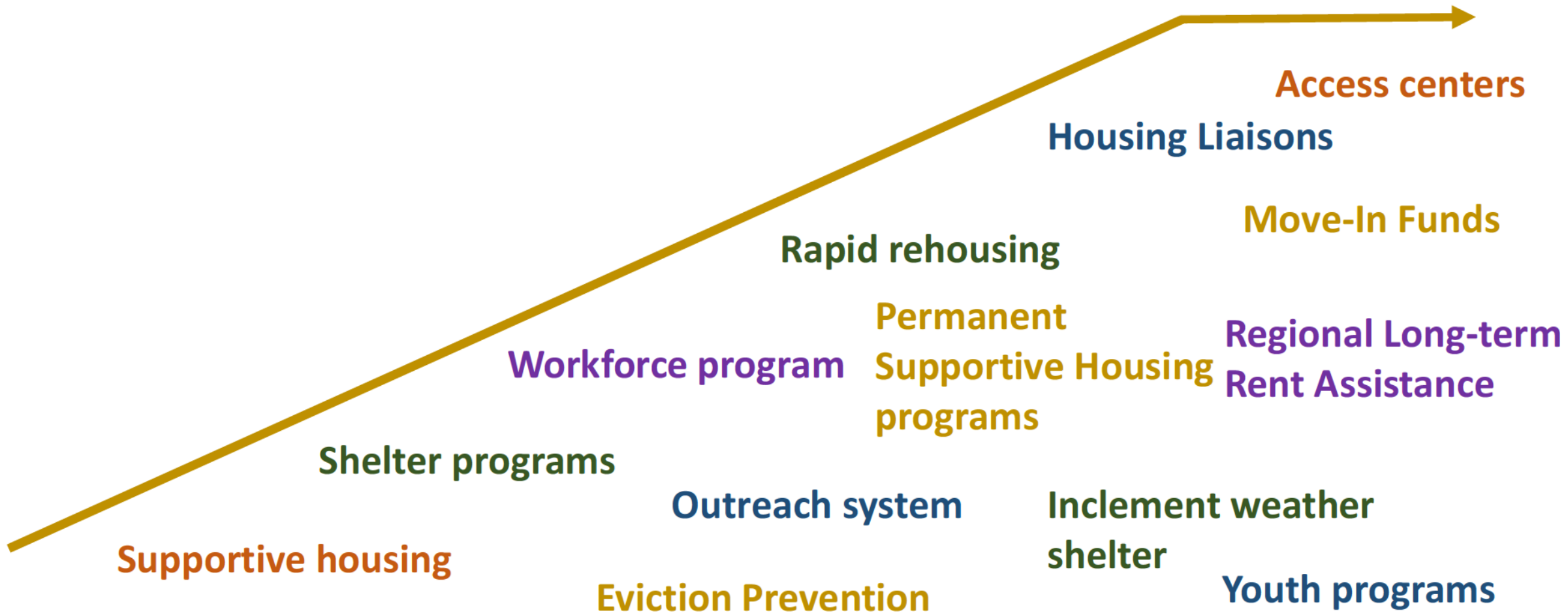
August 28, 2023

Department of Housing Services





# Building a system of care

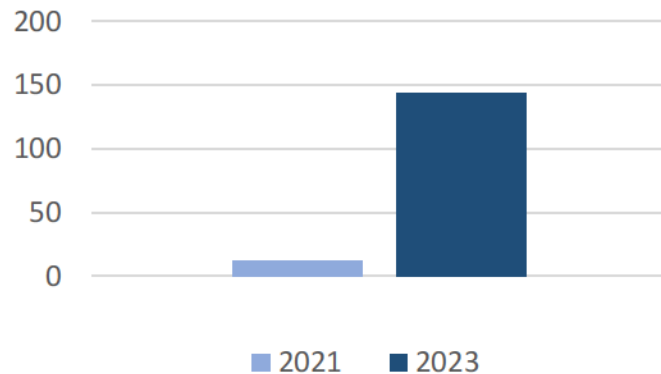




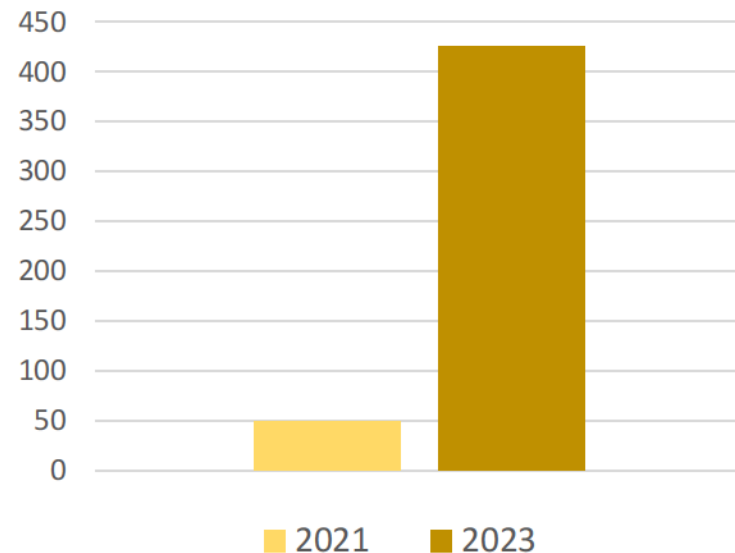
# Building a system of care



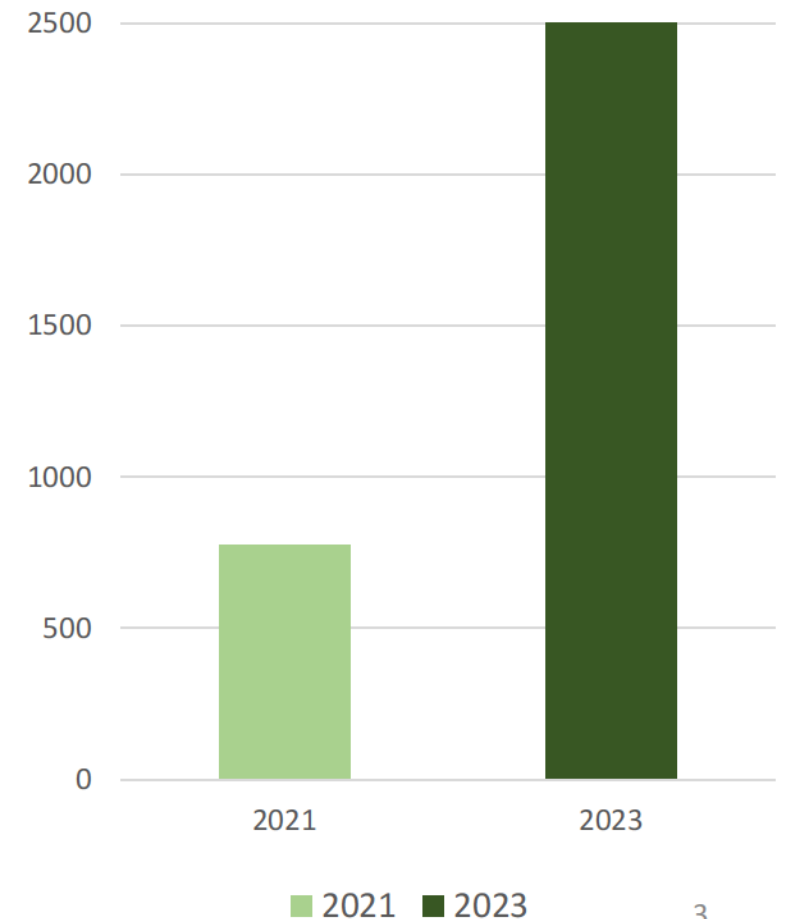
## Case managers outreach workers



## Shelter Capacity

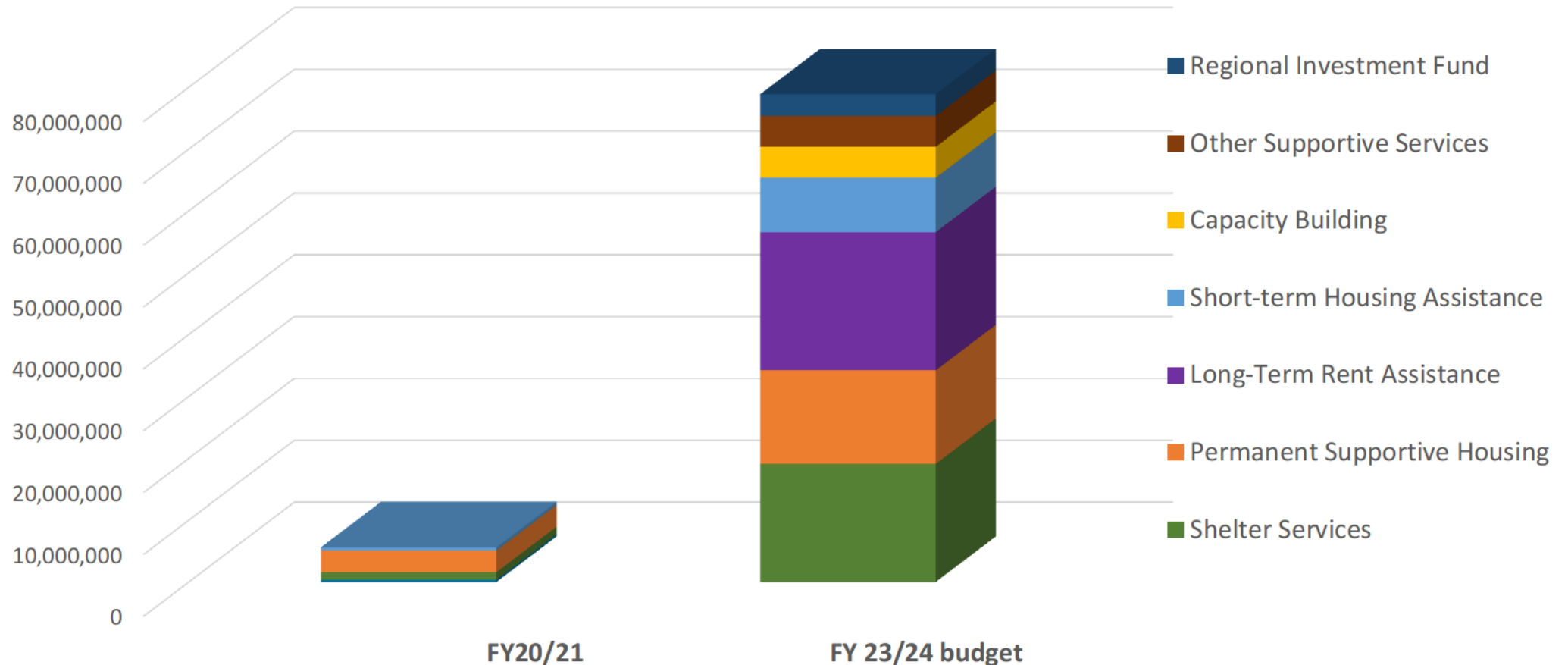


## Housing Capacity



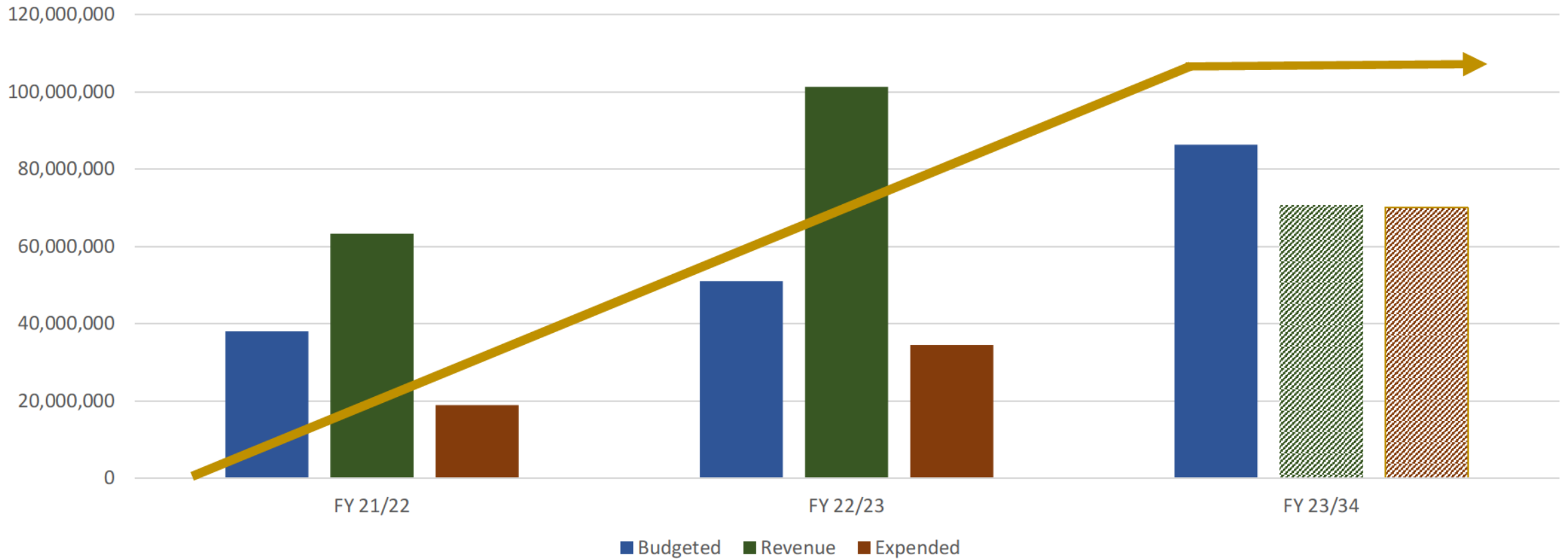


# Funding to build the system



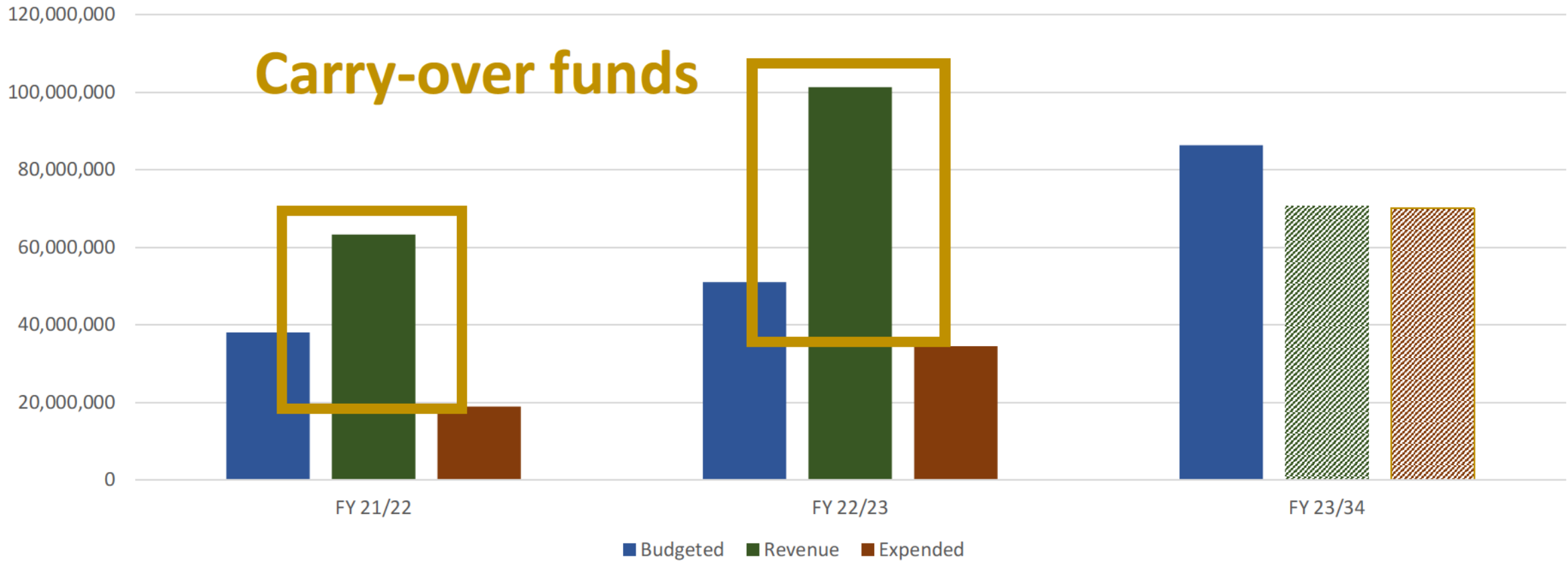


# Budget, Revenue, and Actuals





# Budget, Revenue, and Actuals







# Carry-over investing principles



- Align with Washington County Local Implementation Plan
- Short-term programs or one-time investments
- One-time investments should
  - Create efficiencies or capacity for our system of care
  - Be sustainable with available funding for operations
- Achieve full investment within 2-4 years



# Proposed investment areas



## Built Infrastructure

Shelters

Access Centers and  
CATT

Permanent  
Supportive Housing  
Hotel Acquisition

## System Infrastructure

Organizational  
Capacity Building

Technical  
assistance

## Upstream

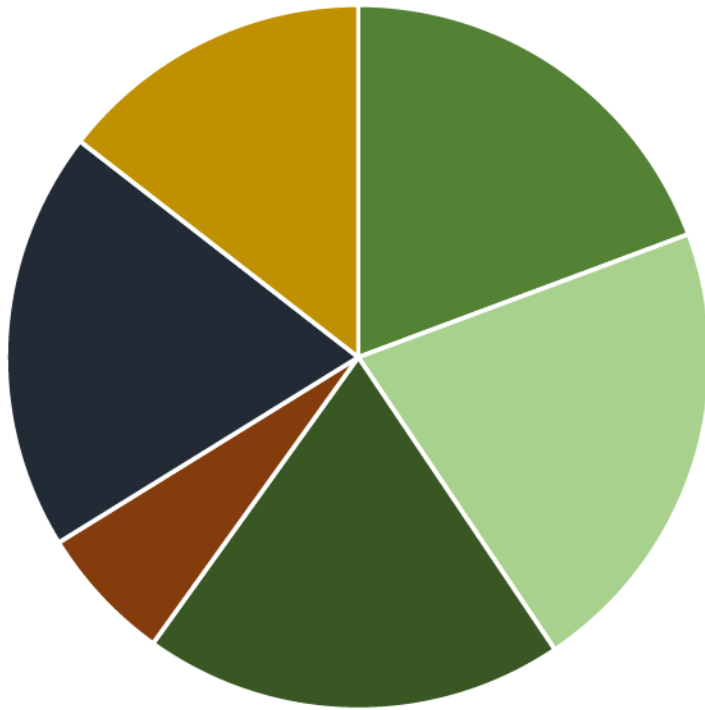
Eviction  
prevention

## Fiscal Stability

Program reserves



# Proposed investment plan



■ PSH Acquisition ~ \$15-20 M

■ Shelters ~ \$20-25M

■ Access Centers ~ \$20M

■ Capacity Building ~ \$6.5 M

■ Eviction Prevention ~ \$20 M

■ Program Reserves ~ \$15 M





# Supportive Housing Services

## FY 2023-2024 Annual Work Plan and Budget





# FY 2023-2024 Annual Work Plan

- Over 500 new housing placements
- First large expansion of SHS-funded rapid rehousing
- New investments into youth and Native American family shelter

FY 2023-2024 HOUSING/PROGRAM QUANTITATIVE GOALS	
Regional Metric	Annual Goal
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	405 Vouchers/Units
Number of housing placements (households)	
Permanent Supportive Housing (PSH)	405 Households
Rapid Re-Housing/Short-term Rent Assistance	120 Households
Number of homelessness preventions (households):	625 Households
Housing retention rate(s) (%)	
Permanent Supportive Housing (PSH)	85%
Rapid Re-Housing/Short-term Rent Assistance	85%
Supported Emergency/Transitional Shelter Units	155 Units

# FY 2023-2024 Annual Work Plan

## Racial Equity Objectives

- Direct capacity building investments into culturally specific providers through direct funding allocations and the provision of professional technical assistance services
- Improve the Coordinated Entry process and assessment to ensure more equitable housing and service outcomes



# FY 2023-2024 Annual Work Plan

---

## Capacity Building Objectives

- Expand the Housing Services Team to support integration with the health system
- Support community resources through direct investments
- Offer direct technical assistance to grassroots providers
- Significantly invest in new system infrastructure for safety on and off the streets





# FY 2023-2024 Annual Work Plan

---

## Other Annual Goals

- Alignment with the Behavioral and Public Health Systems
- Promote Geographic Equity in Rural Clackamas County



# FY 2023-24 Budget - \$104.0 million

Category*	FY 2023-24 Revenue (Ongoing)	Carryover Funds (One-time)	All SHS Funds
Administration (5%)	2,263,770	1,958,609	4,222,379
Program (90%)	40,847,852	41,013,680	81,861,532
Regional Strategies (5%)	2,263,770	4,332,132	6,595,902
Contingency (5%)	--	2,263,770	2,263,770
Stabilization Reserves (20%)	--	9,055,078	9,055,078
<b>Total</b>	<b>45,375,392**</b>	<b>58,623,269</b>	<b>103,998,661</b>

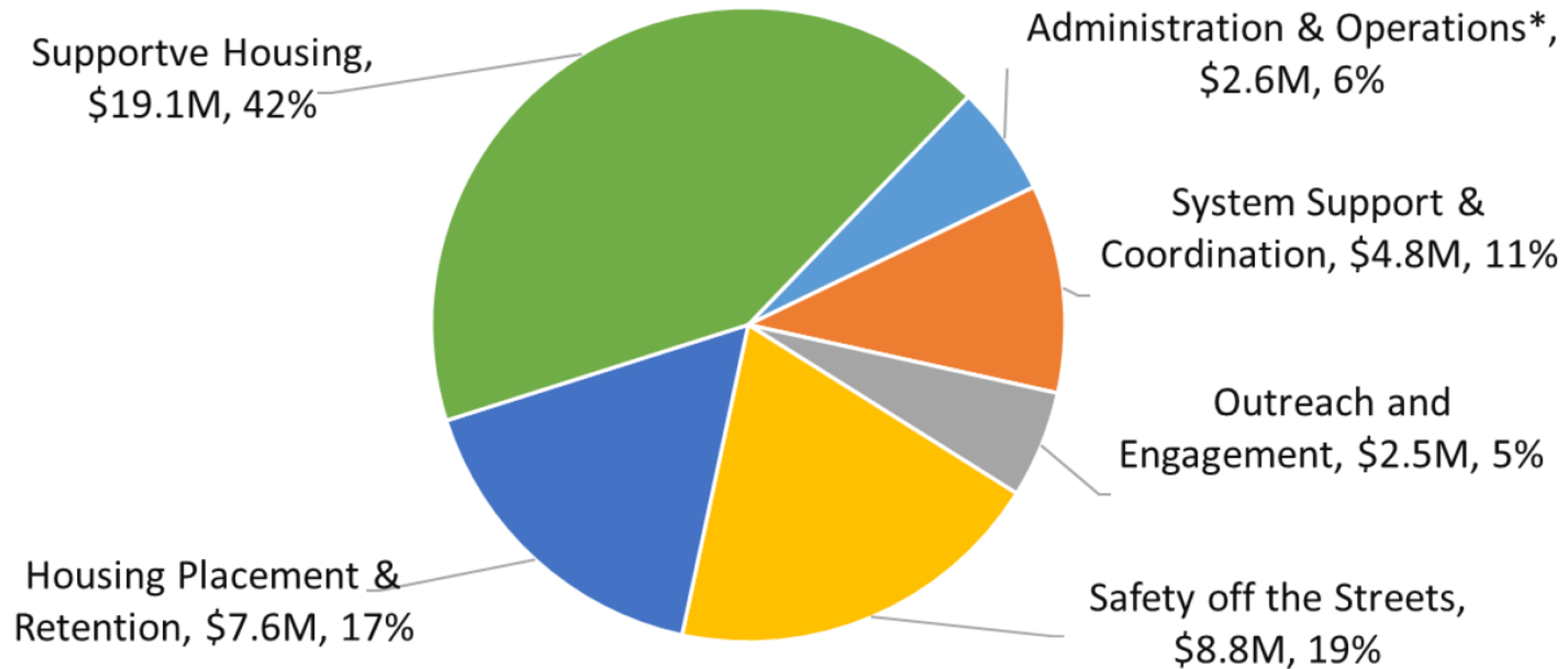
\*Percentage of forecasted FY 2023-24 revenue amount of \$45,275,392

\*\*Includes \$100,000 of anticipated interest earnings.



# FY 2023-24 Budget by Program Category - \$45.4 million (Ongoing)

---



*\*Exceeds 5% due to inclusion of program staff and associated costs*

# Plan for Carryover Balance - \$58.6 million (One-time)

- Approved by the Clackamas County Board on June 14th
- Balance does not yet include:
  - \$23.8 million – Actual FY 2022-23 revenue in excess of the forecasted amount
  - \$3.9 million – Actual FY 2022-23 expenses less than anticipated
  - \$3.2 million – Unspent Contingency & Stabilization Reserves
- Policy Session to discuss additional **\$30.9 million** scheduled for September 20th

- Priority Area 1 – Financial Stability (11.4 million)
  - Fully funds Contingency at 5% and Stabilization Reserves at 20% of FY 2023-24 forecasted revenue amount
- Priority Area 2 – Expanding Capacity (\$13.3 million)
  - Limited-term investments in system development and capacity building, plus setting-aside the required Regional Strategies Implementation Fund resources (\$4.3 million)
    - Technical assistance and capacity building allocations
    - Limited-duration expansion of front-end services to increase transitions into permanent housing
    - Optimizing the Coordinated Housing Access System
- Priority Area 3 – Upstream Investments (\$2.2 million)
  - Limited-term pilot programs to close system gaps, address unmet needs, and test innovative system integrations and up-stream approaches
    - Community Paramedics
    - Eviction prevention through mediation and support of federal voucher households
    - Money management and benefits enrollment

# Plan for Carryover Balance - Continued

- Priority Area 4 – Rent Assistance (\$15.0 million)
  - Three-year continuation (\$5.0 million per year) of expanded short-term rent assistance
- Priority Area 5 – Capital Needs (\$16.8 million)
  - One-time strategic capital investments in homeless services and recovery-oriented infrastructure
    - Resource navigation
    - Crisis stabilization
    - Behavioral health and addictions recovery
    - Medical respite care/transitional housing
    - Recovery-oriented transitional housing
    - Emergency shelter (including alternative shelter)
    - Creating grants and partnerships for initiatives led by cities within Clackamas County



FY 2023-2024  
**SHS Oversight  
Committee**  
*SHS FY24 Budget  
Presentation*

# Today's Agenda

- SHS FY24 Adopted Budget
- SHS FY24 Annual Work Plan
- Carryover Funds





# SHS FY24 BUDGET

# SHS FY2024 Budget | Overview

## Our Priorities



Maintain a system of culturally specific and responsive services



Solidify programmatic gains made in the first two years of SHS Measure implementation that meet the goals set out in the LIP



Support programming that demonstrated success in helping people make sustainable transitions from homelessness to housing; incorporate Housing First approach.



Maintain and improve coordination of access to Safety Off and On the Streets

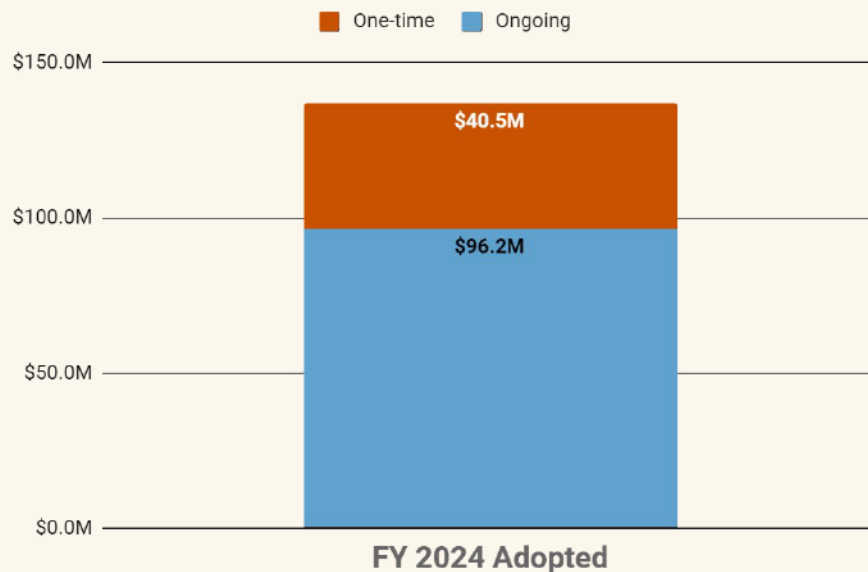


Utilize JOHS Racial Equity Lens Tool in the budget process

# SHS FY24 Budget (Cont.)

## An Overview

We are planning on a \$136.7M budget for this fiscal year, which includes \$40.5M of the one-time only FY23 underspend.



# SHS FY24 Budget | Program Divisions

**32% - \$43.8M**

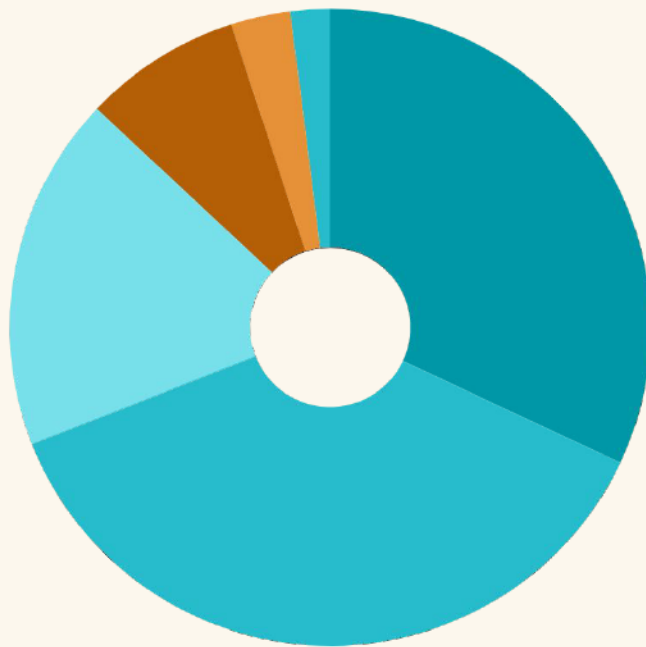
Housing Placement  
& Retention

**37% - \$50.3M**

Supportive Housing

**18% - \$25.1M**

System Support,  
Access, &  
Coordination



**8% - \$11.2M**

Safety Off & On  
the Streets

**3% - \$3.6M**

Strategic Capital  
Investments

**2% - \$2.6M**

Administration  
& Operations

SHS Total FY24 Adopted Budget: \$136.7M

# SHS FY24 ANNUAL WORK PLAN



Joint Office of  
**Homeless Services**



# Local Implementation Plan Goals

## MultCo LIP Goals

Increase Shelter Capacity  
& Street Outreach

Supporting Culturally-Specific  
Providers and System Capacity

Regional Coordination, Community  
Engagement and Data

Reduce Racial Disparities within  
Service Outcomes

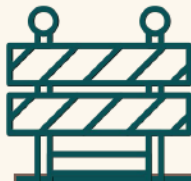


PSH



RRH

**Housing | 2,500 placements annually**



Our  
Annual Goal



**Homelessness Prevention | 1000 Households**



2,235 additional opportunities

**Permanent Supportive Housing**

# FY24 SHS Annual Work Plan

## Housing & Program Quantitative Goals

Total number of housing placements: 1,345 people.



690 people

**Rapid Rehousing &  
Short-Term Rent Assistance**



655 people

**Supportive Housing**

Housing retention rates goal of  
85% for PSH & RRH/STRA

# FY24 SHS Annual Work Plan (Cont.)

## Housing & Program Quantitative Goals



800 homeless  
preventions

**Homeless Prevention**



550 PSH  
opportunities

**Supportive Housing**



245 beds

**Emergency Shelter**

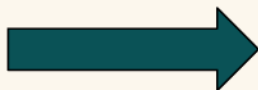
# FY24 SHS Annual Work Plan (Cont.)

## Racial Equity Goals

### SHS Advisory Committee

*6 Meetings | 1 Annual Retreat*

*Gather recommendations and  
co-design FY25 SHS Annual  
Work Plan Goals & FY25  
Investment Portfolio*



### Training Coordination

*12 Opportunities Available*

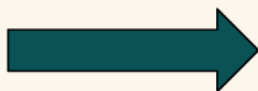
*Prioritize Culturally Specific  
Organizations & Expand  
Assertive Engagement  
Training Capacity*

# FY24 SHS Annual Work Plan (Cont.)

## Racial Equity Goals

### Equity Goal / Work Plan

100% of SHS funded providers submit an equity goal or work plan



### Demographics Data

100% of contracted service providers submit the race, ethnicity, gender identity and sexual orientation data of their employees



# FY24 SHS Annual Work Plan (Cont.)

## Capacity Building Goals

### Funding

*Provide technical assistance or capacity-building funds for 15-20 new and expanding providers*

### Support

Engage and provide support to 10-15 new and emerging culturally specific organizations.

### By-Name List

Develop a quality by-name list of chronically homeless adults

# FY24 SHS Annual Work Plan (Cont.)

## Capacity Building Goals

### Data Collection

Expand data collection to be more timely, accurate and comprehensive

### Coordinated Access

Launch new tool in the adult and family systems of care

### Shelter Models

Complete analysis of effective shelter models

# FY 24 SHS Annual Work Plan (Cont.)

## Additional Goals

### MultCo East County

Complete analysis of unmet needs and JOHS investments

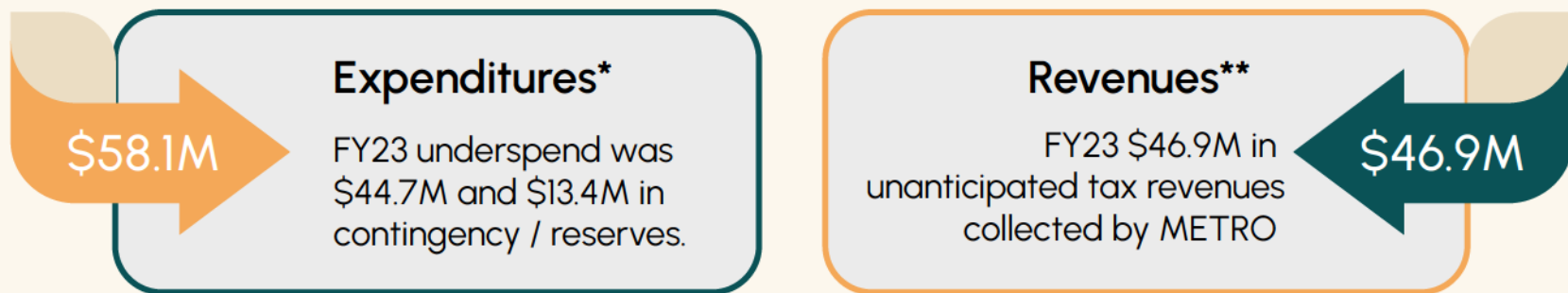
### Wage Study Goal

Conduct follow-up outreach with participating agencies for planned actions and support needs in classification, compensation, and benefits

# CARRYOVER FUNDS

# Carryover Funds

## 2 Funding Sources



\*Underspend included in FY24 Adopted Budget is \$40.5M.  
\$17.6M of proposals the board will take action at a later date.

\*\*Unanticipated tax revenues were NOT part of the JOHS FY2024 Adopted Budget. The Board of County Commissioners is currently deliberating on how to program these one time only investments..



# Carryover Funds (Cont.)

Plans for the \$58.1M in FY24:	FY24 Adopted Budget	FY24 Proposals	Total
Employment Programs	\$0.4M	\$1.5M	\$1.9M
Housing Placement & Retention	\$20.9M	\$1.4M	\$22.3M
Safety Off & On the Streets	\$3.6M	\$4.7M	\$8.3M
Supportive Housing	\$0.6M	-	\$0.6M
System Support, Access, & Coordination	\$15.0M	\$10.0M	\$25.0M
Total	\$40.5M	\$17.6M	\$58.1M

# Carryover Funds Program Highlights (Cont.)

## FY24 Adopted Budget

Housing Multnomah Now

Agency Leasing

Landlord Engagement Project

Contingency & Reserves

## FY24 Proposals

Employment Programs

Rent & Client Assistance

Capacity Building Grants

Shelter Expansion

# QUESTIONS & DISCUSSION





Metro

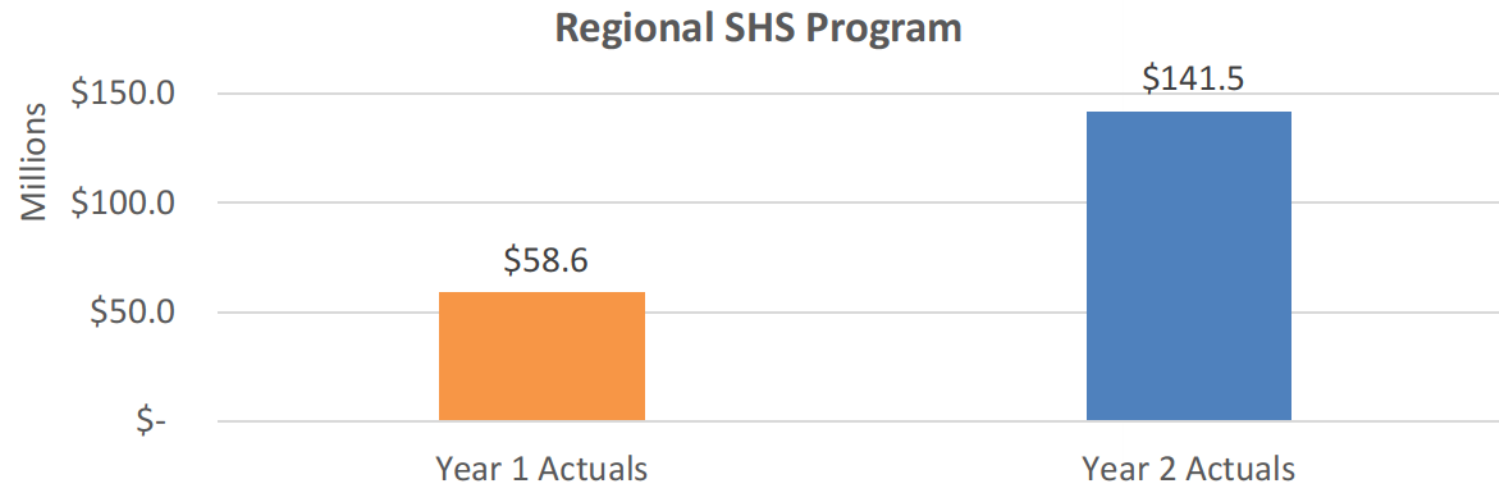
# Metro Regional Supportive Housing Services

*FY23 Q1-Q4 financial and program summary*

SHS Oversight Committee | August 2023

# Key Takeaways

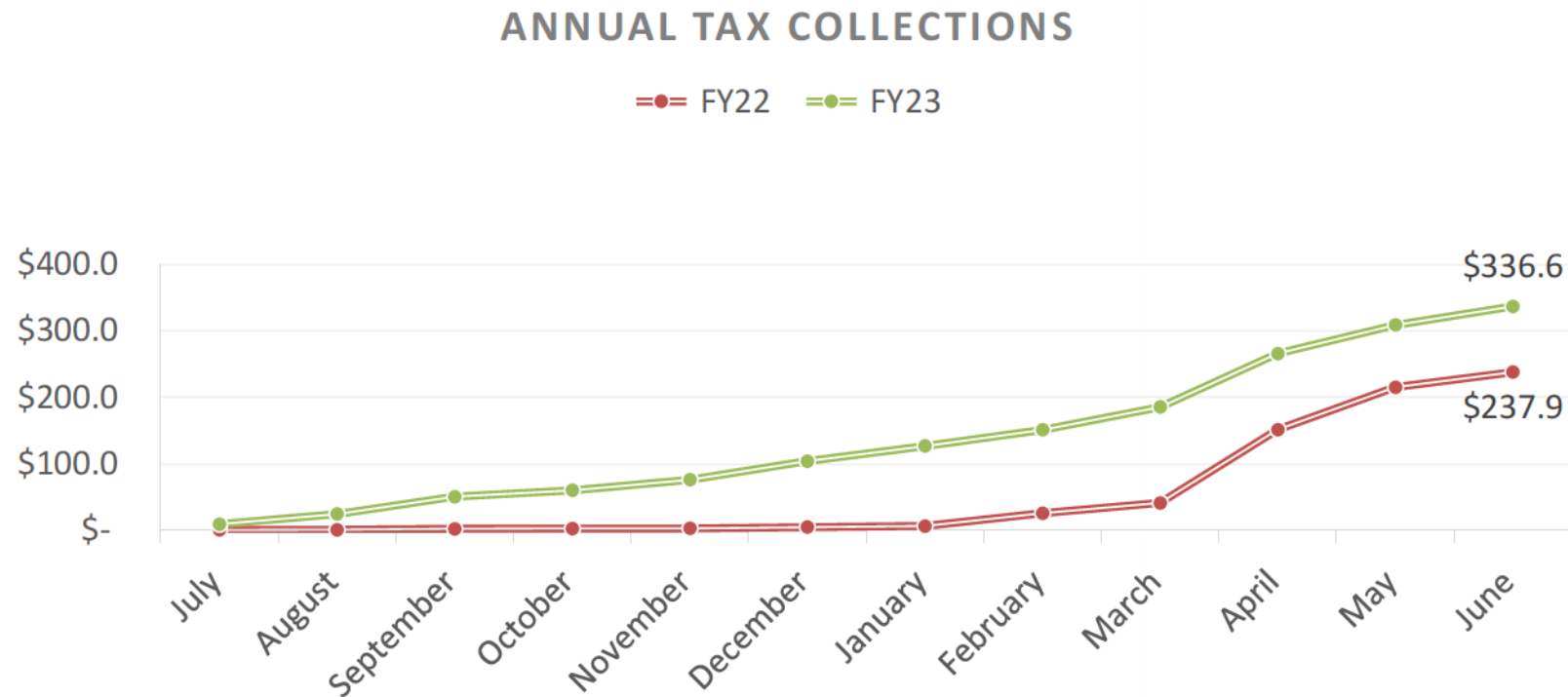
- Regionally, spending is 2.4x the amount spent last year at this point of the year.
- Programs are expected to take 3-4 years to ramp-up.
- Tax collections are higher than budgeted.





# FY23 Tax collections

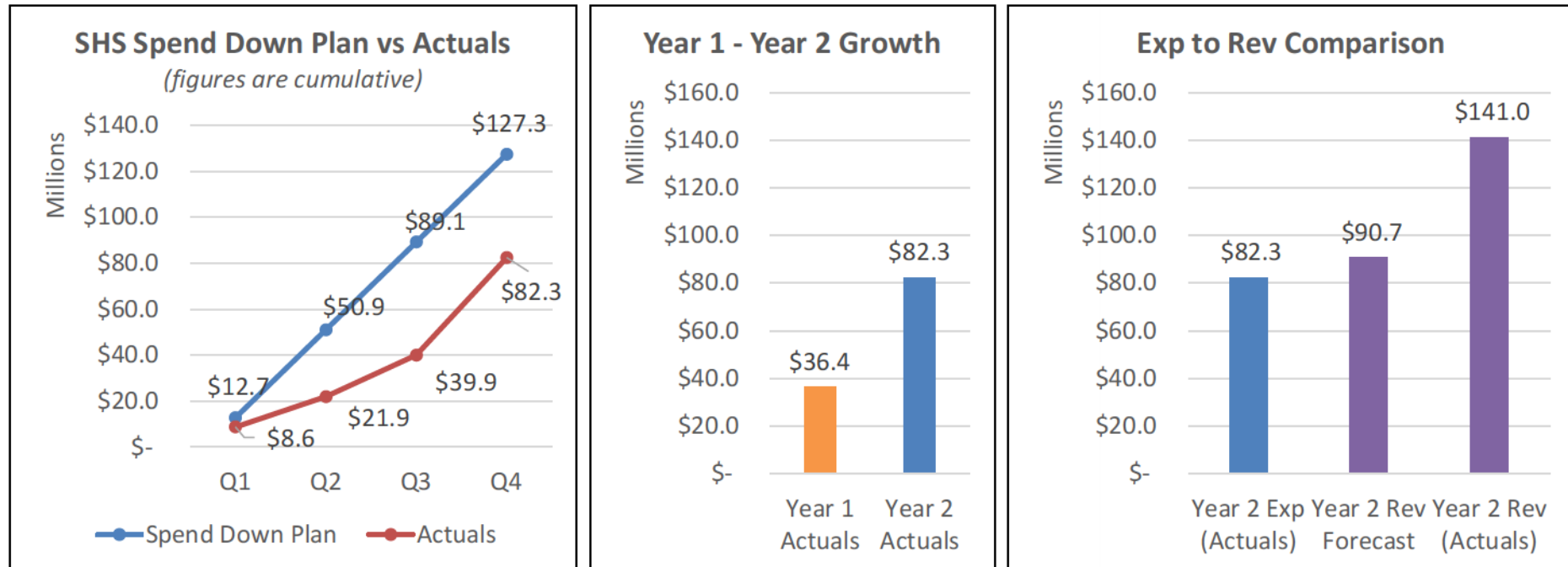
- Tax collections were \$337 million.



# Clackamas County



# Multnomah County



# Washington County



# Program highlights by county

## Clackamas

- Spending increased from just \$3.3 million last year to over \$17.8 million this year
- Met or exceeded PSH, eviction prevention, and shelter goals for the year
- Launched the first coordinated outreach system in the county's history
- Designed and implemented an improved coordinated entry process - went from a significant backlog of calls to answering live calls and providing in-office assistance during business hours

## Multnomah

- Increased spending from \$33.9 million in Q1-Q3 to \$42 million in Q4 alone
- Met or exceeded eviction prevention and shelter goals for the year
- Doubled their goal for bringing on new culturally specific community-based organizations (10 total)
- Increased cost of living adjustment (COLA) in existing SHS-funded contracts to 6%, up from 4%

## Washington

- Expended 90% of their budgeted expenses, surpassing goal of 75% for the fiscal year
- Met or exceeded their PSH, eviction prevention, and shelter goals for the year
- The Housing Liasion Pilot has expanded partnerships, including one to reduce and resolve homelessness for justice-involved community members
- The Homeless Services Division completed its first comprehensive Annual Performance Evaluation and Report



# Regional overview: Progress to goals snapshot as of June 30, 2023

Permanent Supportive housing* placements				
	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>393</b> households <i>619 people</i>	<b>387</b> households <i>624 people</i>	<b>626</b> households <i>944 people</i>	<b>1406</b> households <i>2187 people</i>
<b>Goals</b>	385 households  <b>102% of goal reached</b>	545 households  <b>71% of goal reached</b>	500 households  <b>125% of goal reached</b>	1430 households

*\*Supportive housing: permanent supportive housing and other service-enriched housing for Population A (e.g. transitional recovery housing)*

# Regional overview: Progress to goals snapshot as of June 30, 2023

## Eviction and homelessness prevention

	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>286</b> households <i>643 people</i>	<b>2067</b> households <i>5380 people</i>	<b>414</b> households <i>1137 people</i>	<b>2767</b> households <i>7160 people</i>
<b>Goals</b>	250 households  114% of goal reached	800 households  258% of goal reached	200 households  207% of goal reached	1,250 households

# Regional overview: Progress to goals snapshot as of June 30, 2023

## Additional program types: Shelter beds/units

	Clackamas	Multnomah	Washington	Regional total
<b>Progress</b>	<b>140</b> beds	<b>460</b> units	<b>220</b> beds/units	<b>820</b> beds / units
<b>Goals</b>	140 beds	400 units	80 beds/units	620 beds / units
	100% of goal reached	115% of goal reached	275% of goal reached	

# Programmatic Issues and Challenges

- Lags in HMIS data entry due to internal capacity issues within the service providers
- Recruiting and retaining staff remains an issue for service providers
- Delays in invoicing and challenges with reimbursement-based contracts are a challenge for both the counties and service providers in spending down funds
- All counties behind on goals for short-term rent assistance

# Committee Discussion

Questions?





10:33:23 From Ben Duncan, (Facilitator) To Everyone:

5 minutes Jes for presentation

10:35:25 From Mandrill Taylor To Everyone:

<https://www.washingtoncountyor.gov/behavioral-health/center-addictions-triage-treatment>

10:44:49 From Mike Savara, OHCS To Everyone:

Thank you for the presentation, Jes! Super informative.

10:55:41 From Ben Duncan, (Facilitator) To Everyone:

5 minutes Vahid for presentation

11:03:38 From Becky Wilkinson To Everyone:

Thanks for that Vahid

11:05:36 From Seth Lyon (he, him) To All Panelists:

Really sorry to have to jump off

11:10:48 From Ash Elverfeld (they/she), Metro To Everyone:

From Seth Lyon (he, him) to All Panelists 11:05 AM

Really sorry to have to jump off

11:23:06 From Ben Duncan, (Facilitator) To Everyone:

5 minutes Kanoe for presentation

11:24:36 From Ash Elverfeld (they/she), Metro To Everyone:

CAP = Corrective Action Plan (which can be found in the meeting packet)

11:38:02 From Dan Field (he/him) To All Panelists:

Coincidentally, I have to leave this meeting early to meet with a JOHS candidate right now. Thanks for the good conversation.

11:38:20 From Ash Elverfeld (they/she), Metro To Everyone:

From Dan Field (he/him) to All Panelists 11:38 AM

Coincidentally, I have to leave this meeting early to meet with a JOHS candidate right now. Thanks for the good conversation.

11:41:20 From Vahid Brown (he/him) To Everyone:

I have to hop off, thanks all

11:51:22 From Becky Wilkinson To Everyone:

I need to hop off, thank you all

11:55:02 From Jeremiah Rigsby To Everyone:

sorry but need to hop off a bit early, thank you all for this meeting and the work that went into it!