Agenda

Meeting:	Supportive Housing Services Oversight Committee Meeting
Date:	April 22, 2024
Time:	9:30 a.m. to 12:00 p.m.
Place:	Virtual meeting (Zoom link)
Purpose:	Multnomah County Corrective Action Plan (CAP) update through February; presentation and discussion on the tri-county planning body (TCPB) regional landlord recruitment and retention implementation plan; discussion on county work plans for fiscal year 2024-25; and presentation on the Metro fiscal year 2024-25 proposed budget.

9:30 a.m.   Welcome and introductions

9:45 a.m.   Conflict of Interest declaration

9:50 a.m.   Public comment

10:00 a.m.   Update: Multnomah County Corrective Action Plan

10:15 a.m.   Presentation and discussion: Tri-county planning body (TCPB) regional landlord recruitment and retention implementation plan

10:55 a.m.   Break

11:00 a.m.   Presentation and discussion: FY25 county work plans

11:40 a.m.   Presentation: FY25 Metro proposed budget

11:55 a.m.   Next steps

12:00 p.m.   Adjourn

Metro

Supportive Housing Services Oversight Committee Meeting Summary

Meeting:	Supportive Housing Services (SHS) Oversight Committee Meeting Work Session
Date:	February 12, 2024
Time:	9:30 a.m. to 12:00 p.m.
Place:	Hybrid meeting (Zoom link; Metro Regional Center, Room 328)
Purpose:	Discussion of recommendations from the oversight committee to be included in the FY23 annual regional report.

Member attendees

Jim Bane (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Jenny Lee (she/her), Peter Rosenblatt (he/him), Margarita Solis Ruiz (she/her), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her)

Absent members

Mitch Chilcott (he/him), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him)

Elected delegates

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

Absent elected delegates

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

Metro

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chairs Susan Emmons and Dr. Mandrill Taylor welcomed the SHS Oversight Committee to the first hybrid meeting.

Ben Duncan, Kearns & West, noted this was a work session, facilitated introductions between Committee members, and reviewed the meeting agenda and objectives.

Discussion: FY23 Recommendations

Washington County Chair Kathryn Harrington stated that she reviewed the draft report and had feedback to provide relating to pages 7-9 from a Washington County perspective.

> *Kris Smock, Kristina Smock Consulting, replied that the draft report was a starting point and she attempted to incorporate feedback from previous meetings and comments received. She shared that the co-chairs reviewed and provided edits on the draft, and she is happy to incorporate additional comments into the final draft she is working on. She stated that the*

intent for the work session today was to focus on the transmittal letter, and for this purpose, she developed a document that focused on the broad recommendations, incorporated elements from last year's recommendations, and added subcategories as needed.

Kris Smock, Kristina Smock Consulting, detailed the four recommendation categories as Category 1: Regional communication and engagement, Category 2: Financial and data transparency and accountability, Category 3: Workforce and capacity issues, and Category 4: Program expansions.

Yesenia Delgado, Metro, thanked everyone for their commitment to the work and shared that Metro staff will put the recommendations into a table format to track progress. She shared that Metro welcomes feedback on implementation, but the Committee's focus should be primarily on overall vision guidance, and then Metro staff will return with an operationalization plan.

Category 1: Regional communication and engagement

1. **Strengthen understanding**
2. **Foster engagement**

Mike Savara shared that he felt equity and racial justice were missing from this category and felt that the Committee should talk about a broader set of recommendations for working towards reducing disparities. He reflected on the disparities that exist in specific populations experiencing homelessness, including race, ethnicity, and LGBTQ+ status, and felt that part of the measure includes reducing disparities. He asked what the Committee thought about adding a recommendation.

Patricia Rojas, Metro, noted there is a reporting category and asked if Mike Savara is looking for additional information on how Metro is tracking those commitments or how to thread racial equity more broadly in each recommendation.

Mike Savara responded that he would like to see it spread throughout each recommendation, and explicitly, how the Committee is thinking about this as it relates to equity from a communications perspective. He reflected on the history of government policies disenfranchising groups and shared his worry that if the Committee is not explicit in naming the need for reducing disparities, it would be missed. He suggested exploring a targeted universalism framework to start ending homelessness as it looks different in each community.

Ben Duncan, Kearns & West, reflected that he is hearing three areas: how is the Oversight Committee assessing equity indicators, how is equity embedded and called out in each recommendation, and whether any racial equity-specific recommendations need to emerge as part of the report.

Co-chair Susan Emmons shared she has the same feelings as Mike Savara has and is left with the questions of how they are doing better, whether they are making progress, and whether groups are less underserved as a result. She shared that she thinks there should be a recommendation but is not sure if that work would be on the counties or Metro.

Patricia Rojas, Metro, reflected that there are multiple themes that should be a separate recommendation. She suggested one recommendation to connect the dots and combine data and another broader recommendation to determine what the Committee needs for equity analysis.

Co-chair Susan Emmons asked if it connects to outreach, as buildings are supposed to serve certain populations, and it would be helpful to know why or why not, they meet those expectations.

Supportive Housing Services Oversight Committee Meeting Summary

Ben Duncan, Kearns & West, reflected that it sounds like there are two buckets, what is being done proactively, and then what is being done reactively.

Washington County Chair Kathryn Harrington noted that 48% of placements and people served were people of color and the conversation makes it sound like work is not being done. She suggested talking about success areas.

Ben Duncan, Kearns & West, reflected the balance of being explicit and naming needs relating to an oversight function and also naming successful outcomes. He noted that just because there is an ask, doesn't mean good work isn't being done.

Peter Rosenblatt stated that the conversation started with a suggestion for a fifth strategy, and while he thinks equity is important, he doesn't think it belongs in a fifth category but should be included in all the recommendations. He reflected that what he heard Chair Harrington say is that the Committee and the Jurisdictions need better communication between themselves.

Ben Duncan, Kearns & West, suggested that the Committee work through what is on paper, and come back at the end to add anything that is missing.

Washington County Chair Kathryn Harrington noted that Washington County has been doing communications and the current wording doesn't reflect that Metro would be leading the effort as the counties do not have the capacity for more work.

Patricia Rojas, Metro, confirmed that Metro would lead this recommendation and would bake in the language from the Year 1 recommendation.

Kris Smock, Kristina Smock Consulting, stated that she pulled the implementation language out of the document for the conversation today, but didn't realize that the Metro language was inadvertently pulled as well.

Co-chair Susan Emmons shared that the language would read that Metro would be in the lead on the recommendation and collaborate and coordinate with the counties. She added that Felicita Monteblanco couldn't attend today but wanted to say that she felt the language for the second recommendation—foster engagement—was vague.

Washington County Chair Kathryn Harrington reiterated that Washington County has been engaging with the community and was frustrated that the report doesn't reflect the work they are doing. She asked if the Oversight Committee wasn't receiving enough information.

Peter Rosenblatt noted that there are differences in what each county is doing and a challenge is knowing who the audience is for in communications. He shared that there is a need in Clackamas County to bridge communication gaps between providers and local government.

> *Becky Wilkinson replied that the second recommendation, foster engagement, captures that.*

> *Peter Rosenblatt stated that he didn't get that from number two but if it's in there that is great.*

> *Becky Wilkinson stated that maybe that is what Felicita Monteblanco was referring to and perhaps it needed to be rewritten.*

Patricia Rojas, Metro, appreciated everyone's comments and reflected that community engagement needs more specificity. She suggested that the Committee name the high-level goals and then Metro staff can return with specifics and where the work lives.

Supportive Housing Services Oversight Committee Meeting Summary

Washington County Chair Kathryn Harrington reflected that the current wording of the recommendation suggests that counties are doing everything wrong, but she has also heard co-chair Susan Emmons share how great work is being done and that people need to have the opportunity to know the great results they are achieving. She asked co-chair Susan Emmons if the section hits the mark as it is currently worded.

> *Co-chair Susan Emmons understood what Washington County Chair Kathryn Harrington was saying. She shared that she represents Multnomah County and among her neighbors, colleagues, and community, people do not understand the impact of this measure. She reflected that she has heard that Washington County is doing a great job and in Multnomah County people just see tents and it seems that housing is happening behind closed doors and isn't being communicated.*

Co-chair Dr. Mandrill Taylor stated that he isn't sure how detailed the Committee needs to go and if it would be helpful to highlight if one county is doing well but the other two aren't. He reflected that the Committee wants to encourage collaborative efforts and asked if it would be beneficial to include the successes of counties and encourage collaboration.

Patricia Rojas, Metro, stated that it would be helpful to see the original language, and shared learnings should be incorporated into it if not already.

Washington County Chair Kathryn Harrington suggested looking at it from a lens of when the Committee evaluates how the counties are doing in Year 3 if they will have enough information and detail of how they defined and achieved the goal.

Kris Smock, Kristina Smock Consulting, stated that any language around collaboration is incorporated in the sub-bullet points and foster engagement was added from the previous discussion. She stated that if the intent was not to just communicate out, that could be reflected in another sub-bullet.

Category 2: Financial and Data Transparency and Accountability

1. **Optimize financial reporting**
2. **Enhance data integrity**
3. **Evaluate to inform improvement**

Co-chair Susan Emmons shared that this category reflects that SHS funds were intended to be flexible, but counties aren't able to leverage the flexibility of funds due to HMIS restrictions. She reflected on past HMIS discussions the Committee has had including why tracking Population A and B spending was tricky.

Yesenia Delgado, Metro, reflected that this was the theme of the Committee's discussion last year and the need to update bureaucratic practices.

Patricia Rojas, Metro, noted there are many pieces to this including the barriers each county faces to change processes and that HMIS has limited functionality. She shared that Multnomah County will start managing HMIS for the region and began work with a consulting firm, Gartner, to look at HMIS and functionalities the region needs. She noted that Multnomah County would be presenting an update on this work to the Tri-County Planning Body.

Co-chair Susan Emmons reflected on the limitations of what they are asked to do and how to do that within a restrictive system and wondered if it would be helpful or reductive to have another data tracking system.

Supportive Housing Services Oversight Committee Meeting Summary

Patricia Rojas, Metro, stated that the SHS work plan names Metro's responsibility to establish data collecting and reporting, and they are working with the counties on this separately from the work Multnomah County and Gartner are doing.

Peter Rosenblatt shared that when he looks at this section, he separates them from a financial perspective and a client perspective. He stated that financially, he cannot say how much SHS money Clackamas County has and what has been spent as the numbers change. He asked for congruency and that Metro and all the counties should be using similar branding in reports and similar numbers. He reflected that this ties back to the communication needs in the first area.

> *Kris Smock, Kristina Smock Consulting, shared that her understanding is that Metro has developed financial reporting templates this year and the recommendations are focused on refining that template. She reflected she is hearing a need for regional consistency, and that should be happening as of this year.*

Peter Rosenblatt noted another challenge is that SHS funds are not the only funds that are working on these issues and when talking about data there can be confusion on if reports are talking about solely SHS funds or braided funds.

Washington County Chair Kathryn Harrington asked if any staff from Clackamas County is on this call and asked Metro to make sure staff have to opportunity to hear what Peter has said.

> *Peter Rosenblatt replied that he has communicated this with Adam Brown and Vahid Brown at Clackamas County.*

Hunter Belgard, Metro, appreciated that he has heard Metro should get in front of some of these requests and noted that his job will be to work on data with providers and counties to ensure the Committee can provide accurate Oversight. He noted that there is great software out there for data and that the region is behind, and part of his job will be to dive deep into the data.

Patricia Rojas, Metro, confirmed that responsibility for regional reporting is outlined for Metro and that the reporting requirements and technology had been based on HUD and the world has changed since then.

Margarita Solis Ruiz chatted that she runs into issues with HMIS in Washington County due to a lack of staffing on their team's end. She asked how they can execute teaching all agencies/case managers the correct steps while they are working on the ground. She shared that she is unsure if the HMIS team has the capacity and noted that PowerDMS is tricky to navigate as well. She asked how many other agencies are also experiencing this.

Washington County Chair Kathryn Harrington shared that in the current draft she can't tell how much progress has been made in Year 1 and 2, but she knows progress has been made. She shared her concern with a few of the sub-bullets including politicizing language such as cumbersome bureaucratic protocol. She shared that certain sections felt like all counties were being thrown under the bus.

Kris Smock, Kristina Smock Consulting, replied that she is open to using language that is most clear. She clarified that the last Committee meeting was focused on the draft report and this meeting is focused on the draft recommendations, but she is happy to take additional feedback to incorporate in the draft report. She noted that in the first draft, each section included an overview of progress to date and Metro's commitments to moving forward, and there is a balancing act to include information and keep it streamlined. She confirmed that progress made would be reflected in the report in a streamlined way and asked for feedback on the draft report to be shared via email.

The Committee took a five-minute break.

Ben Duncan, Kearns & West, asked the Committee if anything was missing from Category 2.

The Committee had no comments.

Category 3: Workforce Issues – Work Plan and Timeline

   1. **Address providers' workforce and capacity needs**

Ben Duncan, Kearns & West, asked the Committee if anything was missing or if there were any edits for this section.

Co-chair Susan Emmons shared that Felicita Monteblanco shared that there were so many need assessments and studies. Susan reflected that work is underway to come up with a regional framework and that some folks will want a timeline attached to this recommendation.

>   *Patricia Rojas, Metro, asked if it would be more appropriate to develop a work plan.*

Co-chair Mandrill Taylor reflected it's about ensuring there is a system incorporating a routine assessment.

>   *Kris Smock, Kristina Smock Consulting, shared that the last bullet point reflects the point of a framework for regular monitoring and evaluation.*

Patricia Rojas, Metro, asked if that incorporates community-identified needs.

>   *Co-chair Susan Emmons replied that is accurate, it is not about adding another needs assessment, but rephrasing it to incorporate ongoing engagement and that the work plan is reflective of community needs.*

>   *Co-chair Mandrill Taylor agreed.*

   2. **Provide multi-capacity building funding**

Ben Duncan, Kearns & West, asked the Committee if anything was missing or if there were any edits for this section.

Washington County Chair Kathryn Harrington asked to clarify bureaucratic hurdles.

>   *Patricia Rojas, Metro, replied the intent is to look at and reduce barriers to contracting and invoicing.*

Washington County Chair Kathryn Harrington reflected that they live with the precedent of prior commissions and administrations. She reflected that Washington County is working on implementing a new Enterprise Resource Planning (ERP) system and that will take at least two years. She asked how much of this the counties will be able to correct and achieve and expressed the need that they must be clear on what they can and cannot do within existing systems.

Ben Duncan, Kearns & West, reflected that the intent of the language is to leverage flexibility while balancing the reality of systems.

Co-chair Susan Emmons shared that Felicita Monteblanco asked to remove "whether" from the first sub-bullet. She responded to Washington County Chair Harrington's comments that it is similar to an audit, and if there are good reasons for why something is being done, then that is fair. She reflected on what they have heard from Multnomah County and how providers find it difficult to

qualify for SHS funding, so progress is not being made. She shared that bureaucratic can be both a negative and positive word.

Ben Duncan, Kearns & West, shared they can circle the language of "bureaucratic" and come back to that.

Peter Rosenblatt shared there are bureaucratic and administrative hurdles to leveraging funding in Clackamas County and reflected he would rather be more inclusive in the wording and include both of those terms.

Co-chair Mandrill Taylor suggested using "structural" rather than "bureaucratic."

Ben Duncan, Kearns & West, shared they can bring that language back to the larger group.

Hunter Belgard, Metro, noted a connection from this category of work to the Financial and Data Category.

> *Patricia Rojas, Metro, shared that multiple recommendations connect and it is important to keep an overarching lens and crosswalk work and relationships between the categories.*

3. Institute livable wages

Ben Duncan, Kearns & West, asked the Committee if anything was missing or if there were any edits for this section.

Patricia Rojas, Metro, shared that the TCPB is working on this and there will be updates given to this committee. She shared that as the TCPB develops a regional plan, the Committee will adopt and approve that plan.

Peter Rosenblatt shared that livable wages should be for direct providers and the administration teams so entire organizations can provide livable wages. He suggested that the Committee may want to look at the administrative rate allowed.

Patrica Rojas, Metro, replied that there is a requirement to review the administrative rate, but currently, the committee does not have that information, but it will be available for next year's report. She shared that the discussion would happen explicitly.

Co-chair Susan Emmons stated that she feels comfortable with the way the recommendation is listed and looks forward to receiving updates.

4. Streamline county administrative practices

Ben Duncan, Kearns & West, asked the Committee if anything was missing or if there were any edits for this section.

The Committee had no comments on this section.

Category 4: Program Expansions

1. Expand access to health and behavioral health services

Ben Duncan, Kearns & West, asked the Committee if anything was missing or if there were any edits for this section.

Peter Rosenblatt reflected that a majority of Clackamas County is not within the Metro boundary, and it can be harder to get these services in a rural area. He hoped this had rippled effects to impact

homelessness in the entirety of each county while acknowledging the Committee's boundary purview.

Patricia Rojas, Metro, clarified that the urban growth boundary and the Metro boundary are slightly different, and highlighted the work underway to integrate the health and homeless systems.

Washington County Chair Kathryn Harrington shared that there is an association of counties within the state that are actively pushing for a behavioral workforce bill to pass in this next session.

2. Strengthen implementation of new programs

Kris Smock, Kristina Smock Consulting, reflected that she has heard from the Committee on this section and that there will be a chart to track progress.

3. Promote comprehensive outreach

Co-chair Susan Emmons informed new members that the Committee receives pie charts for the amounts spent and reflected that they haven't had time devoted to counties sharing stories, and reflected on the one example of a camp being cleared and placed into housing that Jes Larson, Washington County, shared. She stated that outreach to encampments should be done and reflected on the recent ice storm and how no outreach workers visited a warming site. She added that it's not the Committee's role to create strategies, but the staff's role.

Washington County Chair Kathryn Harrington shared that over the last year, they have opened three safe rest villages, and each one had controversy around them before they opened, but since they have opened, they have received positive remarks from neighbors. She asked how the Committee would measure good outcomes.

> *Patricia Rojas, Metro, replied that this connects to other areas of work, including aligning methodologies, definitions, and reporting tools.*

Ben Duncan, Kearns & West, circled back to Mike Savara's comment at the beginning on whether there should be a separate recommendation regarding racial equity.

Mike Savara reflected that the Committee's role isn't to determine strategies and noted that not explicitly calling it out as a recommendation would be a missed opportunity to highlight work underway and what needs to be done. He reflected on Portland State University's point-in-time count data and reflected that those results are from compounding factors. He shared that the Committee doesn't have the methodology to compare and have a deeper understanding of what the data means and how they are meeting racial equity goals, while also acknowledging that some communities do not trust sharing their data with government entities.

Kris Smock, Kristina Smock Consulting, shared that counties are charged with doing data analysis, but each one is doing it differently. She shared that if it is going to be a recommendation, it should acknowledge what has been done, what the Committee needs for oversight, and what the jurisdictions need to do at a regional level.

Patricia Rojas, Metro, stated that this highlights where Metro is in the development of this program and that the work plan specifically includes this. She shared that Metro will think about how to connect the dots between Metro's work plan and the counties' local implementation plans to give meaning and regional analysis.

Supportive Housing Services Oversight Committee Meeting Summary

Kris Smock, Kristina Smock Consulting, shared her thinking would be a new subsection that focuses on evaluation and the need to pull together local data and draw regional conclusions about whether SHS funds are meeting goals around racial equity.

Next Steps

Ben Duncan, Kearns & West, shared that Kris Smock will take this conversation and incorporate edits, and then the recommendations will come back to the larger group.

Co-chair Susan Emmons noted they had an earlier discussion about tone and that Kris Smock captured the Committee's ask for the tone to be serious and empathic.

Mike Savara reflected that the Committee should make it clear that the recommendations are to Metro and frame the recommendations in a way that shares the successes each county is having and asks to make it more equitable regionally.

The next steps include:
- Next Meeting: February 26, 9:30 am-12 pm
  - Kris Smock, Kristina Smock Consulting, to incorporate edits from this conversation for a final draft.

Adjourn

Adjourned at 12:00 pm.

Metro

Supportive Housing Services Oversight Committee Meeting Summary

Meeting:	Supportive Housing Services (SHS) Oversight Committee Meeting
Date:	February 26, 2024
Time:	9:30 a.m. to 12:00 p.m.
Place:	Virtual meeting (Zoom)
Purpose:	Presentation from the Metro Auditor on the 2024 audit of SHS; discuss the final draft of the FY23 annual regional report and recommendations; and Metro tax collection and disbursement update.

Member attendees

Jim Bane (he/him), Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Jenny Lee (she/her), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Peter Rosenblatt (he/him), Margarita Solis Ruiz (she/her), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Becky Wilkinson (she/her)

Elected delegates

Washington County Chair Kathryn Harrington (she/her), Metro Councilor Christine Lewis (she/her), Multnomah County Commissioner Jessica Vega Pederson (she/her)

Absent elected delegates

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

Metro

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chairs Susan Emmons and Mandrill Taylor provided welcoming remarks and reflected on the progress in developing the draft recommendations.

Ben Duncan, Kearns & West, facilitated introductions, reviewed the meeting agenda and objectives, and noted that the elected delegates are ex-officio members and will not be voting for final approval of the recommendations.

Washington County Chair Kathryn Harrington invited folks to come out to Washington County to see the services they are delivering to change lives.

The Committee approved the January 29 meeting summary.

Conflict of Interest Declaration

Dan Fowler declared that he is chair of the Homeless Solution Coalition of Clackamas County and received grant funding including SHS funding.

Jenny Lee declared she works at the Coalition of Communities of Color, and they may be contracted to do community engagement work.

Supportive Housing Services Oversight Committee Meeting Summary

Peter Rosenblatt declared that he works at Northwest Housing Alternatives which receives contracts through Clackamas County, including SHS funding.

Carter MacNichol declared that he is on the Board of Transition Projects which receives contracts from the Joint Office of Homeless Solutions (JOHS).

Public Comment

Stephanie Rose and Daniel Boone provided verbal public comment.

Carter MacNichol asked about a previous public comment received from Tom Cusack, and if he ever received a response and if that response was shared with the Committee.

> *Yesenia Delgado, Metro, replied that some of the questions that were asked were captured in the Population A and B Memo, which was shared with the Committee. She added that for the questions that were out of scope, Metro offered to connect with Tom Cusack to discuss further over email, and the emails are just between Metro and him.*

Presentation: SHS Audit

Metro Auditor Brian Evans introduced himself and stated that the purpose of the audit was to follow up on the 2021 audit recommendations and determine any gaps or overlaps in government operations. He provided background information on the tax measure and shared that the result of the audit was that Metro had fully implemented one recommendation from 2021, and the other two recommendations were in process. He stated the audit identified areas of oversight duplication and variation in data definitions and calculations. He noted that further oversight from the Committee on administration would help implement the recommendations.

Paoa Wandke, Metro Auditing Team, introduced himself and detailed recommendations relevant to the Metro Housing Department, SHS Oversight Committee, and the Tri-County Planning Body. He stated that oversight roles should be clarified, Metro Council should receive more updates, intergovernmental agreements should be reevaluated regularly, the SHS Oversight Committee should refine its focus on administration, and that there should be consistent data methodologies, definitions, and reporting templates between counties.

David Beller, Metro Auditing Team, introduced himself and detailed data inconsistencies and reliability concerns, noting that the differences were as high as 53%. He stated that the inconsistent data was reconciled by the year's end, indicating there are methods to have consistent data. He emphasized the need for stronger quality control processes as the counties appear to be using different methodologies and assumptions, especially relating to Population A and Population B. He stated that the inclusion of non-SHS-funded services under services provided could be misleading and that long-term planning is required to successfully meet program goals as some people will need SHS for the rest of their lives.

Auditor Brian Evans, concluded by summarizing there are 18 total recommendations from the audit, seven to ensure program oversight, six to improve data and reporting consistency, and five to identify programs to inform long-term planning.

Patricia Rojas, Metro, thanked the auditing team and stated that TCPB members received in their email the response from Metro's Management Team that addressed each of the recommendations and themes. She shared that Metro largely agrees with the auditor and it will take some time to meet some of the areas.

Supportive Housing Services Oversight Committee Meeting Summary

Peter Rosenblatt asked if the audit's recommendations are findings entities must follow or recommendations that entities could choose to follow.

> *Brian Evans, Metro Auditor, responded that the audit publishes findings and the recommendations are actions to address those findings.*

> *Patricia Rojas, Metro, added that this report is specific to Metro and Metro will lead the work.*

Mike Savara shared that he felt some things weren't aligned with their role as the Oversight Committee, like the administrative dollars. He shared that when he reads Exhibit A, administration means implementation of the work, meaning the Committee has oversight of the whole program, not just the administrative resources.

> *Brian Evans, Metro Auditor, agreed that when you read the measure, administration can be interpreted largely or narrowly. He added that the evolution of documentation in the charter and intergovernmental agreements have variations in the interpretation and it would be good to get clarity and consistency to have clear expectations.*

> *Paoa Wandke, Metro Auditing Team, stated that the important thing is to look at the overall functionality of the program and that there is no one else to pick up the responsibility of administrative funding oversight.*

> *Patricia Rojas, Metro, agreed that there are multiple areas of language and Metro is working on consolidating documentation for clarity. She reflected that monitoring oversight of administrative funding is one piece of financial oversight at large.*

Mitch Chilcott asked to clarify the diversifying of committee members recommendation, and if that was by industry or what potential gaps there are.

> *Ben Duncan, Kearns & West, noted that the Committee has a different membership list now than when the recommendations were drafted.*

> *Brian Evans, Metro Auditor, shared that most of this work was completed last year and is looked at for continuous improvement. He reflected that the diversity gaps come from a public finance perspective and expertise in knowing what to do with surplus funding. He shared that Metro Management will do a self-report of progress as a next step, and then after that another formal audit will be completed.*

Dan Fowler expressed interest in having an ongoing report card on the progress of addressing the 18 recommendations.

> *Brian Evans, Metro Auditor, shared that there is an online dashboard of all the recommendations and the public can find the status there.*

Discussion: Final draft of FY23 annual regional report

Yesenia Delgado, Metro, provided an overview of the process of drafting the regional report, including an assessment of opportunities for improvement. She reflected that the recommendations are presented to Metro Council for adoption. She detailed the roles and responsibilities of the Oversight Committee and shared that some recommendations would be implemented within the Oversight Committee's jurisdiction, and others would be implemented in other jurisdictions, like Metro's Communications Team.

Supportive Housing Services Oversight Committee Meeting Summary

Ben Duncan, Kearns & West, framed that the Committee will make two decisions today; the first decision will be focused on the recommendations, and the second will be focused on Population A and B and the overall report.

Recommendations

Ben Duncan, Kearns & West, reviewed the recommendations: Category 1: regional communication and engagement, Category 2: financial and data transparency and accountability, Category 3: workforce and capacity issues, and Category 4: Program expansions. He asked the Committee if they had any concerns or red flags about these recommendations.

Co-chair Susan Emmons shared she had no red flags and supported the recommendations as they stand. She honored Kris Smock, the consultant who captured the Committee's recommendations, and reflected on the need for leveraging funding flexibility while balancing contracting precedent, and the issues Homeless Management Information System (HMIS) has to track spending by Population A and B.

Co-chair Mandrill Taylor reflected on Stephanie Rose and Daniel Boone's public comment and shared he is considering promoting outreach as its own recommendation to emphasize the serious need for it.

Cara Hash stated she has no concerns and supports the recommendations.

James Bane stated he had no red flags and agreed with Dr. Taylor. He reflected on the need to support the workforce in doing difficult and important work.

Jeremiah Risby echoed the public comment and considered how outreach and engagement impact those involved. He reflected that setting expectations for what is possible for the workforce and capacity is important to have context for what the goals should be and what to expect from an oversight standpoint.

Mitch Chilcott shared that he has no red flags and appreciates the recommendations. He stated he is curious to learn more about healthcare integration work.

Mike Savara agreed that there were no red flags and appreciated the work session. He reflected the Committee continues to dig in around goal setting for equity, retention, and work outcomes to make it clear when objectives are accomplished.

Becky Wilkinson stated she did not have red flags and that the recommendations encompass everything the Committee has been discussing. She stated that Dr. Taylor's comment about outreach and Jerimiah's comment about the workforce are valid.

Peter Rosenblatt stated his one concern is that SHS is a funding stream, and provider programs are usually funded by multiple funds, including SHS. He reflected that he is not sure how a holistic approach to seeing progress would be.

Dan Fowler stated he had no red flags and noted that the recommendations sounded "kumbaya-ish" and while everyone wants collaboration, the Committee also holds people accountable to objectives. He emphasized the need for the Committee's role to hold entities accountable in a collaborative way should come through in the report.

Felicita Monteblanco stated she had no red flags and agreed with the workforce comments. She shared her excitement for the communications plan.

Jenny Lee stated she had no red flags and supported the recommendations.

Supportive Housing Services Oversight Committee Meeting Summary

Carter MacNichol stated he had no red flags and agreed with Dan Fowler's comments on accountability.

Margarita Solis Ruiz stated she had no red flags and supported the recommendations. She stated she felt a disconnect between entities and what was happening on the ground.

Ben Duncan, Kearns & West, reflected that Co-chair Dr. Taylor named considering if outreach should be a separate category and asked if they want to add a category.

Co-chair Mandrill Taylor shared that his concern is that outreach would get lost if it was not called out as a separate category and motioned to promote comprehensive outreach from subsection 3 of Category 4: program expansions to Category 5: promote comprehensive outreach, subsection 1 increase visible impact of SHS investments.

> *Patricia Rojas, Metro, asked to clarify the need for an additional category as Category 4 is for program expansions, and outreach is part of programming.*

> *Co-chair Mandrill Taylor responded that calling it out as its own category addresses the fear of marginalization and ensures prioritization of outreach.*

Co-chair Susan Emmons supported Dr. Taylor's proposal and noted that the Committee has talked about the importance of outreach for months.

Ben suggested that there be a Category 5: Promote comprehensive outreach with one recommendation: increase visible impact of SHS investments, and left open for discussion.

Peter Rosenblatt asked what would be left in Category 4.

Ben Duncan, Kearns & West, responded that expand access to health and behavioral health services and strengthen implementation of new programs would remain in Category 4.

Jerimiah Rigsby, Mike Savara, and Carter MacNichol indicated their support for Category 5.

Co-chair Mandrill Taylor highlighted that this is a great example of how one voice can change a room and encouraged folks to speak up if they feel passionate that something is wrong.

The Committee voted to approve creating Category 5.

The Committee voted to approve all the recommendations.

Annual Regional Report

Kris Smock, Kristina Smock Consulting, detailed the two options of how to include Population A and B in the report. She stated that the main difference between the two is that the second option includes a summary table of county spending.

Peter Rosenblatt asked what exactly the challenge is for determining Population A and B spending.

> *Kris Smock, Kristina Smock Consulting, responded that they have data on population served which she feels good about including in the report. She noted that the HMIS system is set up to track services provided, but not set up to track spending by populations. She stated that the concerns with including Population A and B data are due to inconsistencies across counties by how the data is categorized and incomplete data sets.*

Cater MacNichol asked to clarify if the language meant that 75% and 25% were over 10 years.

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> *Yesenia Delgado, Metro, replied that the measure language doesn't clearly state if the percentage breakdown should be per year or over 10 years. She shared that Metro has worked with its Legal Team and the interpretation is the percentages are for over 10 years and is tracked yearly.*

> *Patricia Rojas, Metro, added that the work plan and measure do not outline spending specifically either way and acknowledged the dynamics and costs of ramping up permanent supportive housing infrastructure. She stated they will track the ramp-up stage over time by population.*

Carter MacNichol shared his concern about knowing if they are meeting those spending goals and asked for spending forecasting.

> *Patricia Rojas, Metro, replied that they are working towards that with the recommendation language to be able to track spending regularly.*

Mike Savara supported the tracking over time approach rather than a yearly percentage split.

Co-chair Susan Emmons reflected on the February 12th work session and the conversation on HMIS limitations and how data systems will be improved to make Population A and B spending clearer.

Peter Rosenblatt stated that no database is perfect and asked the Committee to be mindful not to place the administrative burden of any new data systems or improvements onto providers.

Mitch Chilcott stated he would like to learn more about tech updates to build out programs moving forward.

Yesenia Delgado, Metro, stated that Metro and the counties are working together to have the populations defined so they can be included and aggregated in the Year 3 annual report. She shared that the Metro Data Lead will be working on tech support and framework and will share updates to the Committee.

Patricia Rojas, Metro, confirmed that providers will always be considered, and no one wants to duplicate data entry. She stated that the intent is to make work more efficient and there is significant work underway.

Kris Smock, Kristina Smock Consulting, circled back to whether the Committee preferred Option 1 or Option 2 for Population A and B inclusion in the report.

Carter MacNichol, Dan Fowler, and Becky Wilkinson preferred Option 2.

Jenny Lee indicated she is open to whatever the Committee decides.

Felicita Monteblanco stated she is leaning towards Option 1.

Peter Rosenblatt and Mike Savara preferred Option 1.

Becky Wilkinson reminded the group that Option 2 still includes the same narrative as Option 1, including data challenges.

Peter Rosenblatt stated that a table can be taken out of context and narrative from a reader's perspective.

Mitch Chilcott asked if one option is recommended by Metro staff and why.

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> *Patricia Rojas, Metro, responded that they can share their recommendation after this initial round-robin exercise.*

Jeremiah Rigsby, Co-chair Mandrill Taylor, Co-chair Susan Emmons, and Margarita Solis preferred Option 1.

Jim Bane and Cara Hash preferred Option 2.

Yesenia Delgado, Metro, shared that Metro will support whatever the Committee decides, but recommends Option 1 given data limitations.

Dan Fowler and Becky Wilkinson yielded to Option 1.

Carter MacNichol asked how confident Metro is in having Population data in Year 3.

Patricia Rojas, Metro, felt very confident the Year 3 data will be accurate as Metro and the jurisdictions are working this spring to be clear on data definitions and methodologies.

Ben Duncan, Kearns & West, asked for the Committee to vote for approval of including either Option 1 or Option 2 in the report, noting that majority rules.

The Committee voted to include Option 1 in the report, 11 to 2.

Co-chair Susan Emmons asked if they could establish a time for Metro staff to come back and give an update on the Population methodologies.

> *Carter MacNichol replied that it is in the recommendation that they will report in June.*

Ben Duncan, Kearns & West, asked the Committee to vote on approving the report in its entirety.

The Committee approved the Regional Report.

Yesenia Delgado, Metro, congratulated the Committee on approving the Report and shared that the Co-chairs and Metro staff will present at each governing board and Metro Council will approve the recommendations or ask questions. She noted that after it is approved, staff will work on operationalizing the recommendations. She shared that Metro would likely come back in June or July with the operationalized plan.

Carter MacNichol shared that the Committee is a month ahead of where they were last year and asked the Committee to reflect on lessons learned to make next year even quicker.

Yesenia Delgado, Metro, replied that it is included in the audit and staff are looking at opportunities to shorten the timeline. She noted that the counties' annual reports are due in October each year, which is what starts the Committee's process.

Metro Tax Collections and Disbursement Update

Rachel Lembo, Metro, gave a monthly update on tax collections and provided an overview of the graphs included in the meeting packet. She highlighted that monthly numbers are starting to align between years suggesting that the tax base is stabilizing making future forecasts more educated and predictive.

Next Steps

Co-chairs Susan Emmons and Mandrill Taylor made closing remarks.

The next steps are:

- Next meeting: March 25th 9:30am-12:00pm

Adjourn

Adjourned at 12:00 pm.

Metro

Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting

Date: March 25, 2024

Time: 9:30 a.m. to 12:00 p.m.

Place: Virtual meeting (Zoom)

Purpose: Multnomah County Corrective Action Plan (CAP) update through January; presentation of FY24 Q2 reports; and Metro tax collection and disbursement update.

Member attendees

Jim Bane (he/him), Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Cara Hash (she/her), Carter MacNichol (he/him), Felicita Monteblanco (she/her), Peter Rosenblatt (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him)

Absent members

Dan Fowler (he/him), Jenny Lee (she/her), Jeremiah Rigsby (he/him), Margarita Solis Ruiz (she/her), Becky Wilkinson (she/her)

Elected delegates

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

Absent elected delegates

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

Metro

Israel Bayer (he/him), Yesenia Delgado (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Patricia Rojas (she/her), Andy Shaw (he/him), Valeria McWilliams (she/her)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chairs Dr. Mandrill Taylor and Susan Emmons provided welcoming remarks.

Ben Duncan, Kearns & West, facilitated introductions and reviewed the meeting agenda and objectives.

Yesenia Delgado, Metro, shared that three new Metro staff have joined to support the Supportive Housing Service (SHS) program, and additional positions are still open.

Mika Savara chatted that he is excited to see folks join the team and shared gratitude for Chris Berg, his colleague and friend who previously worked at the State.

Andy Shaw, Metro, introduced himself and shared updates regarding the Stakeholder Advisory Table. He reflected on the success of the 2018 Affordable Housing Bond, which exceeded all its goals, and is closing at the end of the year. He stated that the purpose of the Stakeholder Advisory Table is to inform Metro's Chief Operating Officer (COO) Marissa Madrigal on whether there should

be a new property tax, if some SHS funds should be reallocated to capital funds, or if things should stay the same.

Peter Rosenblatt reflected that the SHS funds are bringing in more than originally planned, and asked if this is a blip or if folks are being over-taxed.

> *Andy Shaw, Metro, replied that SHS is an income tax, which is more variable than a property tax. He shared that Metro had predicted the amount raised based on the state's history, but they are now more confident in understanding the overall tax base for future forecasting.*

Washington County Chair Kathryn Harrington chatted that the SHS Forecast update of Oct 2023 was presented to the Committee in late November or December and was a good set of information.

Felicita Monteblanco stated that they should be mindful of the "unpredictable" narrative and that the region has seen the greatest wealth increases since COVID-19 and that reflects the story of the rich getting richer. She asked to clarify if the Stakeholder Advisory Table is advising the COO to see what SHS could allow for affordable housing development, and if that assumption is correct, would there need to be a ballot measure.

> *Andy Shaw, Metro, replied that the Metro attorneys believe that affordable housing falls out of the scope of what was defined in the SHS measure, so Metro would need to ask voters to approve spending funds on housing. He stated that counties can spend money on Permanent Supportive Housing (PSH) via rental assistance and other methods that aren't capital. He reflected that the question is about how to align the SHS program with capital investments.*

Washington County Chair Kathryn Harrington chatted that permanent shelters are allowed.

Carter MacNichol asked what the role of the Committee would be in this decision and if they have the opportunity to review and give input.

> *Andy Shaw, Metro, replied that the Stakeholder Advisory Table would give their conclusion to the COO in early May, so they could use that moment to come to the Committee as well.*

> *Patrica Rojas, Metro, added that the Table isn't providing a recommendation to the COO, rather the COO is providing a recommendation to Metro Council, and the Table is providing information to the COO as one input source. She noted that reviewing the recommendation by the COO would be a more appropriate role for the Committee.*

Carter MacNichol shared his concerns and believed the Committee should give real input and not just provide a rubber stamp. He asked if the May meeting would be when the Committee could review the Recommendation.

> *Patrica Rojas, Metro, responded that timing works.*

Metro Councilor Christine Lewis underscored that Metro Council and the COO have not decided anything and the question is around the opportunity to build affordable housing. She noted that they are considering multiple inputs, and this Committee should be one.

Peter Rosenblatt stated that there is oversight confusion in Clackamas County, and even if this recommendation was outside the Committee's purview, he reflected that it is worthwhile to be able to communicate what is happening.

Ben Duncan, Kearn & West, invited Co-chair Mandrill Taylor to share any input as he is on the Stakeholder Advisory Table.

Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Dr. Mandrill Taylor stated that it benefits all parties to have engagement with the Committee.

Valeria McWilliams, Metro, shared that in response to the SHS Audit, there is ongoing communication between the SHS Oversight Committee and Tri-County Planning Body (TCPB), including sharing meeting summaries and progress status. She provided an update on the TCPB's work in the past quarter, including the development and approval of the first goal implementation plan. She noted that the Committee will receive a presentation next month to approve this plan and detailed the TCPB's work plan for next quarter.

Peter Rosenblatt shared that the meeting summaries for the two committees are hard to read as they are transcripts and asked if there could be a summary decision document or another alternative.

> *Valeria McWilliams, Metro, replied that she could coordinate with Yesenia Delgado and think about structure. She noted there are also links to the recordings.*

> *Ben Duncan, Kearns & West, shared that there is a need for having a transparent document for members of the public and a need for what the Committee needs to know for its work, and confirmed that they will work on a structure to address the latter.*

Ben Duncan, Kearns & West, noted that there is no quorum for meeting summary approval.

Conflict of Interest Declaration

Carter MacNichol declared that he is on the Board of Transition Projects which receives SHS funding.

Peter Rosenblatt declared that he works at Northwest Housing Alternatives which receives SHS funding.

Public Comment

No public comment was received.

Update: Multnomah County Corrective Action Plan (CAP)

Yesenia Delgado, Metro, shared that eight items in the CAP are completed and that Multnomah County will provide quarterly metrics of people serviced. She reflected that there continue to be items that are underspent and at risk, and there is a CAP amendment underway.

Dan Field, Multnomah County, shared that there are proposed adjustments on where they are hitting barriers, but they will continue to do what works well. He reflected on the organization health grants that Multnomah County partnered with United Way on and shared that organizations have until quarter three to spend the funds. He noted that most providers have spent funds on benefits like wage increases, extra time off, and training. He stated that they have asked the Multnomah County Chair for a second round of these grants.

Co-chair Susan Emmons thanked Multnomah County for extending the time to spend the funds until December.

> *Dan Field, Multnomah County, shared that was the purpose of the amendment and they wanted to keep the money unrestricted so organizations could make the best decisions.*

Carter MacNichol asked if the higher wages are reflected in contracts and noted that one-time funds for increased wages are hard to secure.

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> *Dan Field, Multnomah County, replied that it was used as a one-time bonus. He noted that they are rebasing some contracts and are taking steps towards higher wages.*

Kanoe Egleston, Multnomah County, shared that Housing Multnomah Now (HMN) is still at risk. She noted that they have started to place folks into housing at a higher rate and they will be meeting their 300-household goal. She clarified that the amendments are to ensure they can meet their spending goal.

Peter Rosenblatt asked if they have a projection of their spending through June.

> *Kanoe Egleston, Multnomah County, replied that their goal is to meet their CAP and to spend $8 million by the end of June.*

Dan Field, Multnomah County, clarified that they follow SHS guidelines around capital purchases that are consistent with the voters' intent.

Presentation: Washington County FY24 Q2

Jes Larson, Washington County, provided a high-level overview of Washington County's SHS quarter two status, including housing the 1000th household with Regional Long-term Rent Assistance (RLRA). She detailed their quarter two spending and projected expenditures, noting that they are trending ahead of their goals. She noted if they need to, they will ask for additional carryover funds to be released.

Nicole Stingh, Washington County, provided an overview of Washington County's SHS programming, including the Homeless Solutions Advisory Council, equity training, reducing wait times to pay providers to 19 days, healthcare systems integration, and providing provider report cards. She shared upcoming work, including updating their work plan to align with the TCPB's Regional Strategy.

Mike Savara thanked Washington County for tracking their metrics on provider payments and shared his excitement for their respite program.

Co-chair Dr. Mandrill Taylor congratulated Washington County and shared that as a behavioral health care provider he is interested in models of care support and asked if they could speak more about their low acuity support program.

> *Jes Larson, Washington County, replied that they are thriving and learning from the health and housing system integration. She reflected it is akin to the cooperative care program, where they connect those who are discharged from hospitals to connections of care, giving them priority access to shelter beds and medical support.*

Mike Savara reflected on the projected expenditures graph and asked how that trendline would be impacted if voters passed an amendment to allow funds directed to capital investments.

> *Jes Larson, Washington County, replied that it is complicated, and the projected expenditures are based on programmatic costs for critical services launched, including shelter beds, access systems, and wrap-around support. She reflected that the package of programmatic work is what maintains a system of care, and that package is what the projected expenditure showed. She stated that if the region passed an amendment, they would have to make prioritizing decisions moving forward.*

Peter Rosenblatt congratulated Washington County and shared his appreciation for the projected expenditure slide. He noted that their RLRA goal is 1650 and asked if completing that would end

homelessness in Washington County, and if not, how are they addressing the disconnect between the amount allocated and the amount needed.

> *Jes Larson, Washington County, replied that the 1650 goal is based on the overall goal of 5000 placements in the region. She reflected that the need is always evolving but it's important to have a system that can respond to the need. She detailed the "move-on" policy by the U.S. Department of Housing and Urban Development (HUD) where there are RLRA voucher-only units so folks can move out when it's no longer needed.*

Co-chair Dr. Mandrill Taylor asked about the provider's monthly scorecard and what dimensions were used to ensure quality.

> *Jes Larson, Washington County, reflected there is so much to learn to create regional standards. She shared that the more information they can give to providers the more they can be on-track, and currently the scorecards reflect program requirements.*

Washington County Chair Kathryn Harrington shared that the SHS measure did not commit to ending homelessness, but committed to end chronic homelessness, which is where the goal of 5000 placements came from. She reflected that this is separate from the built-for-zero methodology.

Presentation: Multnomah County FY24 Q2

Breanna Flores, Multnomah County, introduced themselves. They detailed how Multnomah County has built capacity, including increasing RLRA capacity to 1,020 vouchers and having an inaugural provider conference where there were service provider listening sessions. They shared that they had Assertive Engagement Training for providers and that overall, Black, Indigenous, and People of Color (BIPOC) populations are being served at a higher rate.

Kanoe Egleston, Multnomah County, shared that the behavioral health division received 25 new intensive case management and assertive community treatment RLRA vouchers for a total of 150. She said they would operationalize an additional $15 million in quarter two towards behavioral health investments.

Breanna Flores, Multnomah County, shared they will have a 2024 provider conference to gather additional feedback related to higher acuity participants.

Mike Savara chatted that it's exciting to see the increased RLRA vouchers.

Kanoe Egleston, Multnomah County, detailed progress being made towards Built for Zero, including utilizing Survey 123 for geolocation data gathering and mapping.

Breanna Flores, Multnomah County, shared information about the Shelter Models Evaluation to identify characteristics of successful outcomes for folks and the Alternative Shelter Evaluation.

Co-chair Dr. Mandrill Taylor chatted that he is interested in learning more about the Data Collection Pilot and that understanding lessons learned with outreach initiatives can help guide the entire region.

Kanoe Egleston, Multnomah County, shared that they are on track with their 75% spend-down plan for FY2024, have increased their spending compared to last year, and have maintained compliance with their CAP. She noted they will create a visual representation of the information for the next presentation.

Peter Rosenblatt asked what is meant by alternative shelter.

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> *Kanoe Egleston, Multnomah County, replied that it is a shelter that is outside of congregate spaces or hotel spaces, like safe rest villages.*

Co-chair Susan Emmons asked how RLRA vouchers could apply to those who are known in shelter spaces.

> *Kanoe Egleston, Multnomah County, replied that until this year RLRA was administered with PSH with a focus on Population A. She shared that focusing on rapid rehousing dollars and programming can help move the flow of RLRA vouchers, which is aligned with the shelter strategy concept of RLRA.*

> *Breanna Flores, Multnomah County, added that there are many ways to go about it and RLRA was focused on chronic homelessness. She reflected that higher acuity needs are complex within the system.*

Carter MacNichol echoed Susan's question and shared it's not clear what the barrier is to get more RLRA vouchers out. He appreciated the considerations around acuity, cost, and safety, and wondered if the conference would occur fast enough to inform contracts for the upcoming year.

> *Dan Field, Multnomah County, replied that the leadership team meets with providers weekly and the Chair holds regular listening sessions with providers. He shared that these findings would be reflected in the Chair's budget priorities.*

Presentation: Clackamas County FY24 Q2

Vahid Brown, Clackamas County, presented an overview of Clackamas County's quarter two progress. He shared that for capacity building, they now have six culturally specific service providers and decreased the Coordinated Housing Access Hotline callback time from six weeks to two minutes. He shared the percentage of BIPOC being served in PSH, Rapid Rehousing, and Eviction Prevention, and that the Health and Housing Integration team is working on Medicaid waiver implementation, Future Medical Respite Program, system coordination, and a Community Paramedic Pilot. He shared that resource centers are being developed for geographic equity and detailed bar graphs showing fiscal spending and commitments. He noted that individuals experiencing homelessness in Clackamas County have decreased since 2019 according to the Point-in-Time (PIT) counts.

Mike Savara chatted that the County and the City of Portland have done well with using state funds to house folks out of the Temporary Alternative Shelter Site, named that very few communities across the country are seeing reductions in PIT numbers like this, and thanked Clackamas County for their presentation.

Peter Rosenblatt asked how SHS funds can be used to build physical buildings and noted that clarity on the usage would be beneficial. He asked if community health assessments (CHAs) would support the decrease in PIT numbers.

> *Vahid Brown, Clackamas County, responded that counties are using carry-over funds on capital as resource centers aren't affordable housing, but where providers can collaborate and coordinate. He added that they should run the CHA modeling to compare but the by-name list has also decreased.*

Presentation: FY24 Q2 Finance Overview

Rachael Lembo, Metro, reviewed the oversight responsibilities for the Committee and shared that this year's regional spending is more than double the amount of last year at this point. She stated

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that tax collection costs are forecasted to be 3% of revenue and that collections are predicted to be higher than budgeted. She detailed each county's financial report reviewing their spend-down plans and actuals.

Peter Rosenblatt reflected that in Clackamas County there is a tendency to be conservative when actual tax revenues stray from projections. He asked how Metro can assist with alignment.

> *Rachael Lembo, Metro, replied that it is stressful for all jurisdictions when forecasts are volatile. She reflected that income taxes fluctuate and are not as stable as property taxes, and noted that there will be a revenue forecasting forum that will include representatives from each county discussing how to make forecasts and communicate risk.*

Co-chair Susan Emmons reflected that there is an unprecedented amount of money and that it should be framed as an opportunity. She asked if contingency funds would cover the fluctuation. She shared her respect for the providers doing this work.

Carter MacNichol echoed Susan's comments and related them to their recommendations about communications. He highlighted that the public has an opposite perception, and this information needs to be released.

Mike Savara chatted that the scrutiny toward providers and the government is high and agreed with the respect needed for every provider doing this work.

Metro Tax Collections and Disbursement Update

Rachael Lembo, Metro, shared that due to time constraints in the meeting, she could summarize that tax collections look fine, and this item will be covered in more detail in the future.

Next Steps

Co-chair Susan Emmons provided closing remarks and shared that they are in the process of presenting the Annual Report.

Ben Duncan, Kearns & West reflected on the meeting and shared the next steps.

The next steps are:
- The Committee to review the Stakeholder Advisory Table's input to the COO in May.
- The Committee to receive the TCPB's first implementation plan for approval next month.
- The Committee to receive a clear definition on what capital SHS funds can be spent on.
- Metro Staff to determine the structure of a summary decision document or another alternative for cross-committee updates.
- County staff to consider cross-walking CHA and PIT methodologies.
- Next meeting: April 22nd 9:30am-12:00pm

Adjourn

Adjourned at 12:00 pm.

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្ដឹងរើសអើងសូមចូលសួនរាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គ ប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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. 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.

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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. 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 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

Supportive housing services – Oversight committee
Overview of role and responsibilities
Last updated: January 2024

Background

In May 2020, voters in greater Portland approved Measure 26-210 to fund services for people experiencing or at risk of homelessness. The measure also established a "community oversight committee to evaluate and approval local plans, monitor program outcomes and uses of funds."

The Metro Council established the Regional Oversight Committee on December 17, 2020 by amending Metro Code Chapter 2.19 via Ordinance No. 20-1453. The purpose of the Regional Oversight Committee is to provide independent program oversight on behalf of the Metro Council to ensure that investments achieve regional goals and desired outcomes and to ensure transparency and accountability in Supportive Housing Services Program activities.

Oversight committee role and responsibilities

Requirement	Source text
Local implementation plans and Regional Plan	
Evaluate and recommend Local Implementation Plans	**SHS Work Plan, section 3.4**: The committee will be charged with the following duties…A. Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval.
Approve Regional Plan developed by the Tri-County Planning Body	**Tri-county planning body charter**: Develop a Regional Plan for *approval by the Regional Oversight Committee* that incorporates regional strategies, metrics, and goals as identified in Metro SHS Workplan and the counties' Local Implementation Plans.
Recommend changes to the Local Implementation Plan to…	
Achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan	**SHS work plan, section 5.3**: The Regional Oversight Committee will review each Annual Progress Report and may recommend changes to the Local Implementation Plan to achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan.
Align with Regional Plan developed by the Tri-County Planning Body	**Intergovernmental Agreement, section 5.2.4**: Within one year of the adoption of the Tri-County Plan, and as needed thereafter, Partner will bring forward any necessary amendments to its Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures. The ROC will review the amendments and recommend approval or denial of the Plan amendments to the Metro Council
Address a recommendation or a significant change in circumstances impacting homelessness in the Region	**Intergovernmental Agreement, section 5.2.3**: Within 60 days of the date that Partner presents its Annual Program Report to Metro Council, Metro or the ROC may, in consultation with the other, request that Partner amend its Local Implementation Plan based on one or more ROC recommendations or a significant change in circumstances impacting homelessness in the Region.

Metro

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Portland, OR 97232-2736
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Requirement	Source text
Annual reporting and work plans	
Review county annual work plans	**Intergovernmental Agreement, section 5.3**: Beginning in FY 2022-23, Partner must annually submit an Annual Work Plan to Metro and the ROC for their review on or before April 1 for the subsequent Fiscal Year.
Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals	**SHS work plan, section 3.4**: The committee will be charged with the following duties:…B. Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals.
Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes	**SHS work plan, section 3.4**: The committee will be charged with the following duties:…D. Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.
Fiscal oversight	
Monitor financial aspects of program administration, including review of program expenditures, including…	**SHS work plan, section 3.4**: The committee will be charged with the following duties:…C. Monitor financial aspects of program administration, including review of program expenditures.
Review of Metro budgeting and administrative costs	**Intergovernmental Agreement, section 5.4.1**: At least annually, Metro will prepare a written budget for its SHS program that details its use of Income Taxes and its Administrative Expenses and will present its SHS budget to the ROC [Regional Oversight Committee]. The ROC will consider whether Metro's SHS budget, its collection costs, and its Administrative Expenses could or should be reduced or increased. The ROC may recommend to the Metro Council how Metro can best limit its collection and Administrative Expenses in the following Fiscal Year.
Review 5-year forecast	**Intergovernmental Agreement, section 7.2.1.1**: Metro's CFO, in consultation with the FRT, must prepare a five-year revenue forecast to support the Counties in developing their annual budgets and revising current year estimates as needed. The forecast will evaluate Income Taxes collection activity, SHS program expenditure activity, cash flows, adequacy of funds in Stabilization Reserves, economic factors impacting tax collections, and the overall financial health of the SHS program. Metro will provide these forecasts to the ROC and TCPB by the first business day in December, and provide timely updates of those projections, as available.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased (Metro)	**SHS work plan, section 5.3**: As part of the annual review process, the Regional Oversight Committee will evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners and service providers and consider if any costs should be reduced or increased. The committee will present any such recommendations to the Metro Council.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased (counties)	
Annual review and consideration of whether the recommended	

Requirement	Source text
administrative costs should be reduced or increased (service providers)	
Evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners	
Other	
Provide input on corrective action plans before Metro requires them of counties	**Intergovernmental Agreements, section 6.3.5**: after appropriate notice and opportunity to remedy identified concerns, Metro reasonably determines that Partner is not adhering to the terms of its Plan, current Annual Work Plan or Annual Program Budget, or current spend-down plan, then Metro may, with input from the ROC and from Partner, require Partner to develop a Corrective Action Plan.

Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

Group agreements

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

CORRECTIVE ACTION PLAN: MULT 23-01

COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT
03/27/24

PLAN VERSION: August 27, 2023

FINANCIAL REPORTING THROUGH: February 29, 2024

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 the spend-down plan and revised action plan.
Complete	Corrective Action is complete (95% spent).

#	CORRECTIVE ACTION *area of focus / service type *list partners (service providers, other gov't, etc.) *align with LIP	INVESTMENT AMOUNT *The amounts in this column total FY23 estimated underspend of $71,754,577	PLANNING AND SPENDING METRICS *pre-spending planning milestones and spend-down plan	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS *align with MC Annual Work Plan	TIMELINE	STATUS
1	**Temporary Alternative Shelter Sites (TASS)** 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of $4,450,518 by June 2024.	**Complete** FY24 YTD spending: $4,684,756 (100%) The City of Portland received payment in January.
2	**Technical Assistance (TA) Provider Support** 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of $1,662,500 by August 2023.	**Complete** FY23 spending: $1,783,417 (102%) Providers received payment in FY23 for previously requested technical assistance.
3	**Near-Term Strategic Capital**	$500,000	Equipment purchased and received on or	Acquire near-term strategic capital	Minimum spend of	**Complete** FY23 spending:

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	Investments 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments		before June 30, 2023.	investments for Severe Weather Shelter Supplies.	$475,000 by June 2023.	$509,998 (102%) Severe weather shelter supplies were purchased and received in FY23.
4	**Capacity Building and Organizational Health Grants to contracted service providers** 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers	$10,000,000	Grant awards and payments to SHS providers will be made by the Q3 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 January 1, 2024 - December 31, 2024	Minimum spend of $9,500,000 by December 2023.	**Complete** FY24 YTD spending: $10,000,000 (100%) Grant awards and payment to 61 service providers (100%) have been completed.

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5	**Increase FY23 COLA by 2%** 1. Provider and Program Support 2. JOHS SHS providers	$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of $1,425,000 by August 2023.	**Complete** FY23 spending: $1,442,886 (96%) 40+ JOHS providers received a 2% COLA in FY23.
6	**Immediate Response Client and Rent Assistance** 1. Provider and Program Support 2. JOHS SHS Providers	$8,037,314	Q1 FY24: $0 Q2 FY24: $2,009,329 Q3 FY24: $2,009,329 Q4 FY24: $4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of $7,635,448 by June 2024.	**On Track** FY24 YTD spending: $3,661,414 JOHS has allocated all funds across 18 service providers.
7	**Housing Multnomah Now** 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	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This	Minimum spend of $8,000,000 by June 2024.	**At Risk** FY24 YTD spending: $1,153,212 The County has added two additional referral

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			Q1 FY25: $500,000 Q2 FY25: $1,500,000	investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.		pathways to the program that would increase the amount of households that can be referred to the HMN. HMN is active in two sites and has teams engaging at two additional smaller locations. To date we have 51 documented housing placements. Almost all housing providers have identified their full caseload of households that will move towards placement before June 30th. Working with Metro to amend this item.
8	**Move-in Multnomah** 1. Dedicated Housing	$4,366,530	Q1 FY24: $218,327 Q2 FY24: $654,980 Q3 FY24:	Move-in Multnomah will arrange for 140 rooms to be leased	Minimum spend of $4,148,204	**On Track** FY24 YTD spending: $722,749

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	Program 2. JOHS Program		$1,309,959 Q4 FY24: $2,183,265		by June 2024.	JOHS has 17 providers, across 19 programs and all funding is allocated with contracts executed. Although spending slowed, it is anticipated to increase in the third quarter. Currently there are several invoices from providers that are being processed.
9	**Clean Start** 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	Minimum spend of $1,837,305 by June 2024.	**On Track - Delayed** FY24 YTD spending: $216,583 CCC contract was executed in September 2023. Working with Metro to amend this item.

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				community cleanliness.		
10	**Shelter Capital Projects** 1. JOHS Program	$3,600,000	Q1 FY24: $0 Q2 FY24: $0 Q3 FY24: $1,800,000 Q4 FY24: $1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of $3,420,000 by June 2024.	**On Track** FY24 YTD spending: $0 Currently, HMA is in the process of conducting a comprehensive assessment of our shelter system. Working with Metro to amend the Corrective Action Plan for JOHS to use the shelter capital to purchase a residential alcohol and drug treatment property through one of our non profit providers. The remaining amount is held for shelter capital projects to improve two micro-village alternative

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						shelter sites.
11	**Program Reserves** 1. Doug Fir RLRA Guarantee	$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	$303,439 to be reflected on Q4 FY23 Report.	**Complete** FY24 budget reflects $303,439 in reserves for Doug Fir RLRA Guarantee.
12	**Contingency Reserve** (SHS IGA § 5.5.4) 1. Contingencies + Stabilization 1. JOHS Program IGA Reserves	$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	$4,809,513 to be reflected on Q4 FY23 Report.	**Complete** FY24 budget reflects $4,809,513 in contingency.
13	**Stabilization Reserve** (SHS IGA § 5.5.3) 1. Reserves &	$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	$9,619,026 to be reflected	**Complete** FY24 budget reflects $9,619,026 in

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	Contingencies 2. JOHS Program Regional Coordination Implementation Fund				on Q4 FY23 Report.	stabilization reserve.
14	**System Access, Assessment & Navigation** 1. Provider and Program Support 2. JOHS SHS Providers	$588,840	Q1 FY24: $29,442 Q2 FY24: $88,326 Q3 FY24: $176,652 Q4 FY24: $294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and	Minimum spend of $559,398 by June 2024.	**On Track** FY24 YTD spending: $304,629 This is an expansion of the multi-agency navigation team collaborative that began in FY 22.

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				housing service requests received.		
15	**Supportive Housing -- Countywide Coordination** 1. Provider and Program Support 2. MultCo Dept	$202,669	Q1 FY24: $10,133 Q2 FY24: $30,400 Q3 FY24: $60,801 Q4 FY24: $101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based	Minimum spend of $192,536 by June 2024.	**Complete** FY24 YTD spending: $205,192 The Health Department's Behavioral Health Division is on track with programming and this supports the coordination of various SHS funded programs.

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				emergency shelter.		

Tri-County Planning Body landlord recruitment goal

Regional implementation plan

March 2024

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we've already crossed paths.

So, hello. We're Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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Tri-County Planning Body Landlord Recruitment Regional Goal

Increase the availability of readily accessible and appropriate housing units for service providers. *Adopted May 10, 2023[1].*

Regional Issue

Private market housing plays a vital role in ending people's homelessness. Historically, local service providers, and individual case managers, have each established their own ongoing relationships with landlords who have proven to be reliable partners. This has meant that case managers have needed the skillsets to both manage relationships with landlords/property managers and successfully execute their primary responsibility: to provide the appropriate support for someone exiting homelessness into stable housing.

This approach perpetuates silos and limits the opportunity to maximize access to units because it relies too heavily on individual relationships. This approach does not support prioritization or equity efforts. Recruiting and retaining landlord cooperation and commitments is challenging because landlords don't understand the requirements of local vouchers (RLRA), there is prejudice against people exiting homelessness, and case managers lack a real-time list of available units in which to place their clients. Each of the three Counties have made efforts to address this, to varying degrees of success.

Racial Equity Considerations

Central to the work of the Supportive Housing Services (SHS) Measure is the guiding principle of leading with racial equity and racial justice, with a charge to reduce racial disparities in homeless service outcomes across the region. The Counties and Metro have committed to addressing the goals outlined by the Tri-County Planning Body (TCPB) while embedding equity in the development and execution of our work together.

The Regional Landlord Recruitment goals mark our first opportunity to implement a plan to create regional policies and programs that will result in a regional increase in the access to rental units. The historical and contemporary experiences of housing discrimination that influence the housing placement outcomes for Black, Indigenous, and Other Communities of Color, immigrants and refugees, and LGBTQ+ communities, have an impact on where people can live. It is vital to identify a process to consider how these proposed strategies will increase housing choice, impact historically oppressed communities, and reduce disparities among historically marginalized groups.

To this end, the Counties and Metro commit to ongoing coordination among equity staff, with a goal of ensuring all strategies contribute to the reduction of racially disparate outcomes in housing placement and retention. The tri-counties and Metro are in active conversation to develop a plan for coordinating these strategies. As equity capacity is built out across the region, designated equity staff

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[1] Tri-County Planning Body Goal and Recommendation Language, May 10, 2023. https://www.oregonmetro.gov/sites/default/files/2023/10/26/2023-tcpb-goals-and-recommendations-20230510.pdf

will convene and produce equity considerations by utilizing a regionally informed equity lens tool to inform the enacted strategies for the overarching TCPB goals. Convening equity staff from each of the three counties ensures that our regional equity strategies are informed by expertise on the unique equity needs of each county and the people they serve. As each strategy advances, the tenets of affirmatively furthering fair housing will be central to implementation efforts. This includes language access needs and additional considerations for materials to proactively educate landlords on fair housing.

Planning and Implementation Considerations

In developing the regional plan structure, the TCPB adopted in December 2022 a set of criteria intended for reviewing proposed implementation plans. We have utilized those criteria to summarize below how staff are addressing additional considerations in this regional implementation plan.

- **Compliance with TCPB Charter**
  The TCPB charter states that the TCPB is responsible for developing and implementing a Tri-County initiative and will be responsible for identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region. To this end, one of the TCPB's responsibilities is to review proposals that outline programmatic strategies and financial investments from the Regional Investment Fund (RIF) that advance regional goals, strategies and outcome metrics. This implementation plan provides the committee with the information necessary to carry out the assigned function outlined in the charter.

- **Feasibility**
  The Counties and Metro have determined that this implementation plan is feasible to fulfill given the requested funding allocation, the proposed technical support requested by qualified consultants, and leveraging the established meeting space and staffing for ongoing coordination in the landlord liaison meetings.

- **Staff capacity**
  The implementation plan counts on leveraging existing staff capacity and meetings to work together in the operationalization and on-going coordination of the work, and ensuring landlord liaison work is supported by the RIF. This plan also considers identifying tasks that should be supported by qualified consultants for strategic support. An important consideration will be to understand the potential trade-offs in the pace of implementing, given that more pre- work will result in a stronger program while there is an immediate need for landlord engagement.

- **Infrastructure**
  It will take our region time to create a responsive system that addresses regional and local needs in our high-rent, low vacancy communities. Additionally, as new initiatives launch, roles and responsibilities for each County and Metro must be collaboratively identified. The plan proposes to utilize the expanded capacity of the Metro Housing Department and within each County to lead this work.

- **Local Implementation Plan (LIP) Alignment**

Strategies to recruit landlord and building owners to participate in supportive housing programs has been identified as a need in Washington County's LIP (p. 31), Multnomah County's LIP (p. 18) and Clackamas County's LIP (p. 148).

- **Unintended Consequences**
  This proposal recognizes that a major unintended consequence of the implementation plan would be adding a burden to case managers to educate landlords.   Coordinating a communication and education plan, aligning financial incentives, studying a centralized unit tracking database, implementing quality problem-solving services, and considering ways to support mission-driven property management are all strategies meant to relieve this burden on case managers. Provider training on barrier removal should be a separate training that case managers take to support building a positive foundation for future tenants and their landlords as well as building capacity to negotiate with landlords and property management.

  Unintended consequences of these strategies include leaving behind culturally specific providers and BIPOC program participants who depend more on informal connections to gain housing. Careful consideration was made within each strategy to limit these unintended consequences as developed, and the four jurisdictions will work collaboratively to combat these and mitigate other potential impacts that are not aligned with the values we lead this work with. Additionally, an equity lens will be utilized along the implementation process to ensure continued efforts to effectively support this vital group of partners.

- **Building on Existing Efforts**
  SHS funding, a valuable local resource, caters to our region's specific needs, which avoids duplicating existing efforts. This implementation plan builds on existing efforts and has considered service providers' frustrations stemming from the constraints of under-resourced programs. SHS funding can alleviate these frustrations and, through strategic planning, we can uphold the vital community relationships service providers have forged with property owners. All the strategies will be centered around program participants. We do this by ensuring sufficient service levels for case management and other wraparound support, while upholding the commitments we have made to property owners. The best incentives we can offer to landlords in our region are services that support long-term tenant stability. This proposal prioritizes strategies that will expedite housing placement for those experiencing literal homelessness, diminish racially disparate housing and retention outcomes, and mitigating housing discrimination experiences for prospective tenants and service providers.

Budget

We anticipate $7.81-8.06 million to support this goal. The exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants.

Milestones will be shared in the TCPB's monthly progress reports, and more substantial information, including budget expenditure, will be provided quarterly starting in Q3 (August 2024) to align with current SHS program reporting frequency.

Item	Cost
Strategy #1: Communication and education plan	$50,000-150,000
Strategy #2: Align financial incentives	$100,000
Strategy #3: Tracking and access to unit inventory*	$810,000
Strategy #4: Prioritize quality problem-solving services	$500,000
Strategy #5: Investigate needs for property management	$50,000-100,000
Existing work	
Risk Mitigation program	$6,000,000
Support staffing for County landlord liaison	$300,000-400,000
Total	**$7,810,000-$8,060,000**

As this strategy has developed, the costs have increased.

Strategy #1: Communication and education plan

Program Description
The three Counties and Metro will hire a consultant to develop a regional communications campaign focused on landlord education using Metro and Regional Investment Fund (RIF) resources alongside capacity in the landlord liaison group. The plan includes educating landlords about the different rent assistance programs, highlighting the benefits of participation from landlords, and training for housing case managers on causes of racial disparities in housing and homelessness. The overarching communication campaign will allow landlords to access all necessary information in one place, and consequently will reduce the workload of case managers, whose focus can shift to their primary work of supporting tenants. It may have the added benefit of increasing understanding of fair housing.

It is imperative that this communication and education campaign reaches landlords of diverse backgrounds. Efforts to support this include focusing on: areas with a connection to culturally specific groups, social and traditional media outlets created to support BIPOC communities, schools with high concentrations of BIPOC students, and resources and events within BIPOC communities. Language access best practices will be embedded into the development of materials and strategies.

Leveraging the existing landlord liaison meetings, County and Metro staff will use this space to work together in the operationalization and on-going coordination of the implementation of this strategy.

This strategy supports two areas of regional alignment: 1) programmatic, in the form of a regional communication and outreach plan that ensures a common approach across Counties and 2) administrative, with Metro supporting the functions of hiring a consultant and ensuring a central information hub (website).

Timeline and Milestones
Milestones will be shared in the TCPB's monthly progress reports, and more substantial information will be provided quarterly starting in Q3 (August) to align with current SHS program reporting frequency.

It is anticipated that the items listed in the chart below will be complete by the end of Program Year 4. Staff will work on developing timelines for each deliverable listed below which will be reported to the committee in the monthly or quarterly progress reports.

Deliverables	Details	Responsible Party
Regional awareness campaign, directed toward landlords, about existing financial incentives. This will include a focus on reaching culturally specific landlords.	• Identify details of various housing voucher and incentive programs • Launch info on Metro website • Feedback from landlords and landlord organizations can be passed through Metro Housing Department and incorporated into website edits, training, and outreach materials • Develop communication and education materials in collaboration with landlords and landlord organizations	Contracted communications consultant (Metro), County staff (landlord liaisons)
Training for housing case managers	• Training to include planning and zoning laws (redlining) and predatory lending • Education about housing voucher and incentive programs and their impact on racial disparities	Counties, housing case managers

Regional Investment Fund Utilization

Exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants.

Budget
Regional Awareness Campaign
Training for housing case managers
Total: $50,000-$150,000

Metrics

Metrics will be refined after a consultant is on board, and new metrics **may** be added.

Metric	Goal
Educational campaign	Reach 200 unique landlords/property owners/property management
Metro website up and running	Fall 2024

| Metro website, with listed housing voucher types and incentives, visits increase | A goal will be set in collaboration with the consultant |

Strategy #2: Align financial incentives

Program Description

Regionalizing financial incentives for rental housing owners and managers (housing providers) can create opportunities for Clackamas, Multnomah, and Washington Counties to expand access to existing units in the rental housing market, which will increase the rental units available to people experiencing homelessness. Counties and Metro will further a regional approach by conducting research to develop a regional policy for financial incentives, considering a regional program to administer incentives, and identifying duplicative administrative functions that can be consolidated to reduce overall administrative costs to deliver incentives.

Equity considerations include creating a regional policy that can be implemented while also being accessible to divergent needs of different providers and communities. The creation of incentives needs to address how they will be used to reduce racial disparities and incidents of housing discrimination while also setting a trend for long-term tenant stability.

This strategy supports one area of regional alignment: 1) policy, by ensuring that landlord incentives are included in RLRA vouchers, namely renters' insurance and promotion of the Risk Mitigation Funds, would be taken across the region. Counties may explore feasibility of expanding financial incentives beyond RLRA to other housing programs, pending cost.

Timeline and Milestones

Milestones will be shared in the TCPB's monthly progress reports, and more substantial information will be provided quarterly starting in Q3 (August) to align with current SHS program reporting frequency.

It is anticipated that the items listed in the chart below will be complete by the end of Program Year 4. Staff will work on developing timelines for each deliverable listed below which will be reported to the committee in the monthly or quarterly progress reports.

Deliverables	Details	Responsible Party
Research to consider increasing current regional financial incentives, whether to add additional housing programs (like rapid rehousing) or to increase payments	• Create materials on existing landlord incentive incentives across programs • Scope research questions • Conduct research on costs and benefits • Determine course of action, next steps	County and Metro staff

Training for housing case managers	• Education about financial incentives for RLRA and existing incentives for other programs, such as Rent Well and the Housing Choice Voucher Landlord Guarantee Program	Counties, housing case managers

Regional Investment Fund Utilization

Exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants. Contracts for strategy #1 may be leverage for these activities.

Item
Research expanding financial incentives
Material development
Total: $100,000

Metrics

Metrics will be refined after a consultant is on board, and new metrics **may** be added.

Metric	Goal
Estimated cost for broadening financial incentives	Complete by Winter 2024
Develop materials on existing incentives	Complete by Winter 2024

Strategy #3: Tracking and access to unit inventory

Program Description

Currently, there are multiple systems across the region that track and provide access to unit inventory and varying levels of success with placing households into housing that fit their needs. To better align these systems across the region, Multnomah County will pilot an initial approach, and then a study will be conducted to assess the feasibility of expanding this approach regionally.

Housing Connector will provide dedicated staff to implement unit acquisition and tracking services to Multnomah County. Housing Connector is an existing organization that has developed an online platform and creates partnerships with landlords to track available rental units and make them accessible to housing program participants. Housing Connector will recruit and maintain relationships with property partners and community organizations, provide training and ongoing support with platform navigation, and track key metrics on housing providers.

This strategy supports two areas of regional alignment: 1) programmatic – potential for uniform platform to support unit access efforts across the region and 2) administrative, with Multnomah

County running a pilot with the purpose of information sharing to inform considerations and future decisions around regional adoption.

Timeline and Milestones

Milestones will be shared in the TCPB's monthly progress reports, and more substantial information will be provided quarterly starting in Q3 (August) to align with current SHS program reporting frequency.

It is anticipated that the items listed in the chart below will be complete by Summer 2026. Staff will work on developing timelines for each deliverable listed below which will be reported to the committee in the monthly or quarterly progress reports.

Deliverables	Details	Responsible Party
Establish regional areas of consideration	• Identify key metrics considerations for regional adoption	Counties
Multnomah County contracts for FY25 Housing Connector Pilot	• Scope of work defined with regional considerations • HC submits biannual progress reports and SHS quarterly reports	Multnomah County
Regional assessment of pilot findings	• Review findings to inform report on barriers/opportunities for broader adoption.	Counties and HC

Regional Investment Fund Utilization

Exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants.

Item
Contract with Housing Connector for Multnomah County Pilot
Total: $810,000

Metrics

Metrics will be refined after a consultant is on board, and new metrics **may** be added.

Metric	Goal
Number of property partners gained	30
Number of property units listed	10
Percentage of units below FMR	70%
Number of households housed	72

Strategy #4: Prioritize quality problem-solving services

Program Description

To recruit and retain landlords, our system needs to be responsive to concerns and problems that arise during tenancy. Case managers are currently responsible for most of this work, with support from the Landlord Liaisons.

Metro and the Counties will work to expand services available to landlords to resolve issues with specific tenants and support communication with case managers. As a first step for this upcoming program year, Clackamas County will pilot a "hotline" for landlords to call that will add another layer of support and take some strain off case managers. This landlord hotline serves as a backup to case managers, recognizing the relationships case managers develop with tenants and landlords are vital, should be strengthened, and should not be impacted negatively. The purpose of the hotline is to reduce trauma to the tenant, preserve the relationship with the landlord, enhance landlord recruitment, and prevent evictions.

When landlords call, trained staff will be responsive to questions and coordinate between landlords, case managers, and others to quickly address problems. Hotline staff will act as a navigator for landlords to access information on housing programs and incentives, access RMP funds as needed, and identify and connect with the appropriate case manager. Hotline staff will support case managers with advice on communication with landlords.

This approach will begin with participants in RLRA and Continuum of Care Permanent Supportive Housing programs because access to a case manager is vital to its initial success. During evaluation of the pilot, Counties and Metro will consider supporting landlords participating in other housing programs that provide ongoing rental assistance.

This strategy supports two areas of regional alignment: 1) programmatic—a hotline ensures a common approach across Counties and will avoid confusion from landlords that have units in multiple Counties and 2) administrative, with one County leading the planning and contracting on behalf of the region. Consideration of regionalizing this strategy is contingent to the assessment of outcomes/effectiveness of this pilot.

Timeline and Milestones
Milestones will be shared in the TCPB's monthly progress reports, and more substantial information will be provided quarterly starting in Q3 (August) to align with current SHS program reporting frequency.

It is anticipated that the items listed in the chart below will be complete by Winter 2025. Staff will work on developing timelines for each deliverable listed below which will be reported to the committee in the monthly or quarterly progress reports.

Deliverables	Details	Responsible Party
Contract with service provider for 24/7 hotline coverage	• Initiate an RFP or program offer • Evaluate and identify contractor	Clackamas County
Hotline staff in place	• Hire hotline staff • Train staff on different housing programs, risk mitigation programs,	Contracted service provider

	incentives, landlord tenant law, and fair housing law • Develop/explore problem solving strategies tailored to the unique needs of culturally specific providers and their participants/communities	
Case management tracker complete with a plan for regular updates	• Create case management tracker for hotline access to facilitate coordination between hotline staff and case managers	Clackamas County
Hotline is live and Clackamas County landlords know how to access it	• Broadly advertise the availability of the hotline to landlords and service providers	Contracted service provider, with County/regional support

Regional Investment Fund Utilization

Exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants.

Item
Hotline Staff
Advertising
Training costs
Total: $500,000

Metrics

Metrics will be refined after a consultant is on board, and new metrics **may** be added.

Metric	Goal
Decrease in evictions among voucher-holders	10%
Landlords report they feel they have the information and support they need, in annual survey	90%
Decrease in costs due to tenant-caused damages	5%

Strategy #5: Investigate needs for property management

Program Description

There are very limited property management options in the region, and current funding is not sufficient to provide the level of services necessary for successful project-based permanent supportive housing (PSH). Many existing property management companies lack the skills necessary to effectively serve this highly traumatized population, and many of the existing nonprofit housing developers and housing service organizations do not have the skills necessary to provide effective

property management. This lack of options, particularly in project-based PSH, is impacting the rates of referral and lease up. To more successfully place high-needs participants in affordable housing, stable and effective property management is vital.

The next step will be for Metro to contract with an entity in collaboration with the Counties and the state to conduct an exploratory study. The purpose of this study is to identify steps to ensure stable, mission-driven, and effective property management for affordable housing and project-based permanent supportive housing tenants, centering their needs and establishing a contracted partner(s) to provide this service for SHS funded units in all three counties. The study is a necessary step, as this strategy has not yet been fully examined through consultant contracts.

Possible areas of study for the consultant include: partnering nonprofit housing developers and/or housing services providers with property management companies to build property management services into their service array; working with a for-profit B corporation or other mission-driven entity to train people with lived experience of homelessness, housing instability, affordable housing residency, and/or PSH program participation to become property managers.

This strategy supports one area of regional alignment: 1) administrative, with Metro leading the study and consolidating contracting on behalf of the region.

Timeline and Milestones
Milestones will be shared in the TCPB's monthly progress reports, and more substantial information will be provided quarterly starting in Q3 (August) to align with current SHS program reporting frequency.

It is anticipated that the items listed in the chart below will be complete by Spring 2025. Staff will work on developing timelines for each deliverable listed below which will be reported to the committee in the monthly or quarterly progress reports.

Deliverables	Details	Responsible Party
Contract with consultant to study mission-driven property management options	- Initiate an RFP or program offer - Evaluate and identify contractor - Outline scope of work	Metro with input from Counties and state
Conduct study	- Identify needs and gaps in current affordable housing and project-based PSH properties - Include engagement process with housing services providers, landlords, property management companies, and affordable housing/PSH residents - Consider needs or BIPOC communities	Contracted Consultant

	• Provide options for mission-driven property management	
Identify one or more strategies to implement	• Convene workgroup to consider options that result from the study	Metro, with support from Counties and the State

Regional Investment Fund Utilization

Exact cost determinations will be developed as this strategy is implemented, staffing needs arise within Counties, and scopes of work are defined with consultants.

Item
Contract with consultant
Total: $50,000-100,000

Metrics

Metrics will be refined after a consultant is on board, and new metrics **may** be added.

Metric	Goal
Identify one or more strategies to achieve mission-driven property management	Complete by Spring 2025

Appendix: Crosswalk with Focus Strategies Unit Acquisition Memo

Source: Focus Strategies, "National and Local Approaches to Unit Acquisition and Opportunities to Strengthen Local Unit Acquisition Efforts" (10.30.23), pp. 10-25. Comments in italics based on consultation between Counties and Metro. Please note that recommendations that did not advance at this moment are under consideration for future efforts. It could be that the recommendation is not yet prime for regionalization as it may not improve or address regional landlord recruitment needs in all three counties, but may be a strategy to consider for one or more counties.

1) Apply an equity lens to all program design and implementation work	*Included in the County's existing work and supported through staff positions, local advisory bodies, community engagement, and technical consultants. See Racial Equity Considerations section above.*
2) Develop a comprehensive communication and education program for housing providers	*Included in Strategy #1: Communication and education plan.*

3)	Consolidate partnership formation responsibilities	*The Counties recommend this action area be considered in a second phase once the initial strategies are successfully underway. Multnomah County is currently implementing a similar approach through Housing Connector. We will study and learn from this implementation to consider potential scaling as a regional strategy.* *Metro and the Counties will revisit this recommendation in FY 25-26.*
4)	Rationalize the system of financial incentives	*Included in Strategy #2: Align financial incentives. In addition, the following incentives are accessible and aligned within Washington, Clackamas, and Multnomah County:* *For renting to a participating RLRA household, landlords have access to repair funds up to $1,000 for required repairs, landlord incentives that include holding fees, and a minimum $500 landlord incentive.* *Currently, flex funds allow for additional deposits to be paid to landlords in addition to purchasing renters insurance for participants.*
5)	Explore expanding agency leasing for those with the greatest barriers	*Although block/agency leasing can be an effective strategy for unit acquisition, the Counties believe this is not a priority to regionalize in a first phase. The ability to administer block or agency leasing depends on availability of properties/units and relationships with owners and property managers. That landscape is different in each County, creating challenges to a regionalized approach. Each County may explore their own strategies in the realm of block leasing, as there are many models to follow that work for different goals and circumstances. Block/agency leasing is allowable within existing programs.* *We hear from providers the need for housing options for people with very intense needs, such as severe and persistent mental illness or acute substance use disorder. Agency leasing is one option, and the Counties want to explore expanding transitional housing, respite housing, and integration with the health system to address these needs with wrap around services.*

6) Prioritize quality problem solving services	*Included in Strategy #4: Prioritize quality problem-solving services.*
7) Consolidate key aspects of tracking and providing access to unit inventory	*Included in Strategy #3: Tracking and access to unit inventory.*
8) Invest in services beyond housing provider partnerships	*Integration with Rent Well and other programs to be considered as part of strategy #2.*
9) Conduct an evaluation of current state of landlord recruitment and participation	*This will be a consideration of the consultant hired for strategy #1*
10) Invest dollars into a regional fund for unit retention and incentivize long-term unit availability	*The intended purpose of the Risk Mitigation Program is to support this, and the investment the RMP is included in this plan*
11) Conduct an examination of other services that are providing housing units beyond SHS to align resources and expand housing availability	*This will be included as part of strategy #2.*
12) Identify and communicate known barriers and root causes preventing housing placements	*This will be included as part of strategy #1.*

13) What would a mission-based property management engagement look like?	*Strategy #5 will investigate this question.*

Tri-County Planning Body (TCPB) Regional Landlord Recruitment Goal Timeline
Last updated March 2024.

November 2022 TCPB Meeting
- The TCPB discussed the proposed Regional Plan workflow
- The TCPB engaged in issue prioritization

December 2022 TCPB Meeting
- TCPB reviewed the draft recommendation filtering criteria (see TCPB Workflow and Decision Points document [December 2022])
- The TCPB continued to engage in issue prioritization
- Steve Rudman motioned to vote on approving Metro staff to identify bottom-up capacity issues and models of housing connector programs. TCPB approved the task for Metro

January 2023 TCPB Meeting
- Prioritization of work categories (i.e., capacity strategies, regional long-term rental assistance [RLRA], data, and systems alignment)
- Overview of the research scope and deliverable of landlord engagement research
  - Steve Rudman proposed adding staff recommendations as a deliverable
  - Metro updated landlord engagement research scope to include staff recommendations, a focus on chronically homeless and application of equity lenses
- The TCPB approved for Metro and County staff to provide a high-level analysis of the top voted strategies including support a region wide landlord recruitment program that also provides wrap around services with leveraged funds from the jurisdictions

February 2023 TCPB Meeting
- Prior to the meeting, Metro staff shared a memo with the TCPB on Regional Landlord Recruitment and Retention Policy Summary, per a request from the TCPB in December
- Metro and county staff translated the TCPB's voted upon priorities into regional goals
- Liam Frost presented on the regional challenge and goal for regionwide landlord recruitment. He also shared Metro and county staff recommendations on how to achieve the goal.
- The TCPB approved the regionwide landlord recruitment goal.

April 2023 TCPB Meeting
- During staff updates, Metro staff shared that Metro had received a contractor proposal for the Regional Landlord Recruitment goal work

May 2023 TCPB Meeting
- Metro shared Focus Strategies' Landlord Recruitment Project Scope with TCPB

June 2023 TCPB Meeting

- Landlord liaisons from the counties presented on regionalizing landlord liaison work, the RLRA Risk Mitigation Program, landlord engagement, and coordinated outreach

November 2023 TCPB Meeting
- Focus Strategies presented their findings and areas for further exploration
- TCPB members provided feedback on Focus Strategies Unit Acquisition Memorandum

December 2023 TCPB Meeting
- The TCPB took a survey on the Landlord Recruitment Outcome Indicators to confirm which recommendations should move forward to the counties
- County staff committed to sharing a progress update on counties' proposal during February 2024's TCPB meeting
- The TCPB approved moving forward with all recommendations in the Focus Strategies Unit Acquisition Memorandum and other recommendations generated by committee members

February 2024 TCPB Meeting
- County staff shared a proposal during the TCPB meeting
- The TCPB approved moving forward with the 5 recommendations suggested by the counties, with the budget they suggested; with a commitment to submitting a completed, more in-depth proposal that includes where the money would go to and more details about each of those recommendations.
    - In depth proposal elements include: budget, specificity in the plan, and addressing other items not included at this time.
    - Couties commit to bringing Metro fully into the work.

MEMORANDUM

Date: October 30th, 2023

To: Patricia Rojas, Regional Housing Director, Oregon Metro

              Liam Frost, Regional Housing Assistant Director, Oregon Metro

From: Marc Jolin, Senior Consultant, Focus Strategies

              Hana Gossett, Consultant, Focus Strategies

Topic: National and Local Approaches to Unit Acquisition and Opportunities to
              Strengthen Local Unit Acquisition Efforts

BACKGROUND

In 2020, voters in Multnomah, Clackamas, and Washington Counties approved an
unprecedented measure to fund the expansion of supportive housing services for people
experiencing homelessness in the region. The Supportive Housing Service Measure (SHS)
also directed Metro to create the Tri-County Planning Body (TCPB), tasked to work with the
Counties to identify and implement regional strategies and investments to meet the
supportive housing needs of the region's unhoused population.

One opportunity for greater regional coordination and investment identified by the TCPB,
Metro, and the Counties (the Partners) focuses on increasing the number of rental housing
owners and managers (housing providers) making units available to people experiencing
homelessness. While the creation of new affordable housing units is essential, meeting the
SHS goals of housing thousands of unhoused people also requires expanding access to
existing units in the rental housing market.

Metro contracted with Focus Strategies to assess local strategies and promising practices,
and to identify opportunities to improve local unit acquisition efforts. This Memorandum
summarizes local efforts to build partnerships between local government, social service

agencies, and housing providers; reviews national models of system-level unit acquisition strategies; and uses learnings from both to identify opportunities to develop a larger-scale, more effective, efficient, and equitable unit acquisition strategy for the counties and the region.

DEFINING UNIT ACQUISITION AND ITS KEY COMPONENTS

Throughout this Memorandum, the work of helping unhoused people identify and access rental housing in the private market, including through the development of partnerships with housing providers, is referred to as "unit acquisition." This phrase is inclusive of, but broader than, what is often referred to as "landlord recruitment" work. Acquiring units in the existing rental market often involves recruiting and retaining housing providers to partner with local government, social service agencies, and those seeking housing. However, there are other critical aspects to helping people gain access to rental units, and those are important to address as well when designing a unit acquisition system.

The unit acquisition process can be understood in terms of several key components that can each be explored individually. However, the effectiveness of each element depends significantly on how it is implemented as part of an integrated and aligned unit acquisition strategy.

A. Housing Provider Incentives

Unit acquisition systems generally include a variety of incentives offered to housing providers in exchange for their flexibility on admission criteria and to offset any additional administrative costs associated with participating in a public rental subsidy program.[1] Housing provider incentives typically take one of two forms: (1) financial payments, upfront or reimbursed, to offset additional operating expenses that may arise in connection with participating in the program; and (2) various housing problem solving or tenancy support services that help ensure that the housing providers has a long-term stabile tenant.

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[1] In communities without a prohibition on refusing to rent to someone with a rental voucher, incentives may also be needed to encourage housing providers to accept a voucher. Oregon law prohibits refusing to rent to someone because they will pay their rent with a voucher, and also prohibits source of income discrimination more broadly. See ORS 659A.421(1)(d).

B. Outreach and Education of Housing Providers

Ongoing outreach and education for housing providers about the community's unit acquisition efforts, incentives available, and participation requirements, is an essential component of any unit acquisition strategy. The best outreach and education strategies include sophisticated community-wide multi-media communications that reach large numbers of potential housing providers, offer ready access to specific program information, and inform housing providers how to successfully participate in the programs.

C. Formalizing Housing Provider Partnerships

Where acquiring units involves a housing provider accepting certain incentives in exchange for taking on the administrative costs of program participation and reducing the barriers for prospective tenants, the terms and conditions of that exchange must be negotiated and formalized into an agreement. These agreements can be negotiated between an individual social service provider and housing providers, but communities often have this work done by one entity that negotiates agreements on behalf of a group of participating social service providers. Partnership agreements are written and can take the form of memorandums of understanding (MOU), but system-level acquisition programs typically use agreements with legally binding language.

D. Unit Search and Inventory Management

An unassisted unit search process involves a prospective tenant identifying units on their own, including using publicly available databases, like Craigslist. A first level of support with the search process is to have housing case managers/navigators who help prospective tenants search websites and visit properties. More robust unit acquisition systems that include formalized partnerships with housing providers further facilitate the unit search process. They create listings of units available from housing provider partners that include key information about the units, screening criteria, and the application process. They feature sophisticated web-based platforms that list units and amenities, have search functions geared toward people who are seeking housing with a public subsidy, and allow for ongoing system performance monitoring.

E. Barrier Removal

The number of rental housing units available to unhoused people can be expanded without formal housing provider partnerships by addressing the other barriers, beyond screening

criteria, that often limit a person's ability to successfully access housing in the private market. Many of these barriers are financial: application fees, deposits, and past rental and utility debts; furnishings for an apartment; moving expenses; and the ongoing expense of rent and utilities. Other barriers can be addressed through tenant education on navigating the application, household set-up (e.g., establishing utilities), and ongoing responsibilities of tenancy. Housing case management can assist with additional barrier removal, such as securing necessary documents, expungement of past criminal convictions, supporting the completion of applications and reasonable accommodation requests, and helping with the logistics of the household set-up/move-in process. These are all critical services that support unit acquisition without requiring concessions from housing providers.

F. Problem Solving Supports

Problem solving supports, in this context, are services provided to the tenant and housing provider after someone is in housing. They help resolve emerging issues that could jeopardize the tenancy. These are sometimes referred to as mediation or tenancy support services. Unlike wrap-around support services that are provided by a social service provider for the overall well-being of the tenant, problem solving supports are provided as-needed to specifically address issues that emerge and threaten to lead to a formal notice of lease violation and eviction. Housing problem solving supports typically include the ability for the housing provider to make timely contact with a service provider that will promptly respond, typically in person at the unit. That service provider will work with the tenant and with property management to find a resolution to the issue jeopardizing the tenancy.

G. Performance Evaluation and Program Improvement

Although not present in all unit acquisition efforts, the most effective systems monitor key performance indicators, including, for example, the number and diversity of available housing units, the number of people acquiring units, the success of different social service provider partners in accessing and retaining people in units, and the number and performance of housing providers that are part of the effort. These mechanisms are critical to understanding who is and is not being served well by the unit acquisition effort and to ensure that both social service providers and housing providers are meeting their commitments to the program and its participants. The ability to monitor system performance in these ways is critical to ensuring that the unit acquisition system is meeting its commitment to reducing, and not exacerbating, racial and other disparities in rates of homelessness.

CURRENT STATE OF UNIT ACQUISITION EFFORTS IN TRI-COUNTY REGION

Within the Metro area, there are multiple similar but distinct unit acquisition efforts. Individual social service agencies have programs and staff dedicated to engaging with housing providers and generating rental opportunities for their participants. Social service agency stakeholders shared that within their agencies individual housing case managers often build and maintain their own relationships with housing providers. Notably, the social service agencies with their own unit acquisition programs tend to be larger, well-established, and often majority-culture organizations.

At the local governmental level, there are also multiple programs designed to encourage housing providers to make rental housing units available to people experiencing homelessness. The region's housing authorities each have programs that address the challenges that the holders of Housing Choice Vouchers (HCV) and other long-term federal subsidies face finding units to rent. All three Counties additionally have unit acquisition programs connected to state and local sources of rental subsidy, in particular the SHS-funded Regional Long-Term Rental Assistance (RLRA) program.

The State of Oregon funds the Rent Well Program, which is administered in the region by Transition Projects. That program equips prospective tenants with the knowledge and skills required to be successful tenants. Participants who successfully complete the class receive a certificate and are eligible to offer housing providers a $2,500 damage guarantee to cover the costs of unit repair that exceed the tenant's deposit. The State has created an online portal where housing providers participating in the Rent Well program can list their units and Rent Well participants can search for those units.

In Multnomah County, in addition to the multiple social service agency programs, the housing authority's programs, and the new RLRA recruitment efforts, there are several stand-alone efforts to partner with housing providers. These include ongoing commitments to previous re-housing initiatives like Move In Multnomah, and a new program of landlord recruitment connected to the Governor's Homelessness State of Emergency and Multi-Agency Collaborative (MAC).

These various initiatives each include the key elements of a unit acquisition strategy, but due to the limited scope of most of the efforts, the elements are often underdeveloped and

insufficiently resourced. The multiple social service provider, county, and state level unit acquisition programs run the risk of duplicating efforts and creating confusion and frustration for housing providers, social service providers, and prospective tenants. As discussed in more detail below, there are also concerns about inequities that may exist in the current landscape of local unit acquisition efforts. National models and local stakeholder feedback suggest that there are opportunities to explore how consolidation, integration, and/or alignment of aspects of these efforts would yield improved unit acquisition outcomes at the county and regional levels.

NATIONAL UNIT ACQUISITION MODELS

Nationally, the United States Department of Housing and Urban Development (HUD), the National Alliance to End Homelessness (NAEH), and the United States Interagency Council on Homelessness (USICH) have recommended that communities adopt a concerted and systematic approach to unit acquisition.

To gain an understanding of the national unit acquisition landscape, Focus Strategies reviewed literature from HUD, NAEH, and USICH, published resources from various communities, and interviewed leaders associated with some of the most prominent national unit acquisition systems.

The recommendations from national leaders to develop system-level unit acquisition strategies began in approximately 2015 and coincided with the growing difficulty in identifying housing units for people experiencing homelessness, especially in high-rent, low-vacancy communities. In 2018, USICH published a list of the core components of a landlord engagement strategy.[2] These core components are largely comparable to what is found in other national resources and recommendations:

1. **Centralized Hotline** – Offer a single access point for housing providers to connect with social service providers should issues arise that could jeopardize the tenancy.

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[2] USICH, *Landlord Engagement.* Updated May 25, 2018. https://www.usich.gov/solutions/housing/landlord-engagement/. Last Accessed: October 8, 2023.

2. **Housing Search Assistance** – Staff dedicated to building relationships with housing providers and may have duties that include participating in lease negotiations, unit inspections, etc.

3. **Risk Mitigation Funds** – Accessible funding for when there is damage to units above what the security deposit will pay. An option that can support housing providers in being willing to rent to participants they would deem "higher risk."

4. **Availability of Neutral Mediators** – A neutral party that is available to respond to housing provider/tenant concerns and help resolve conflicts. This allows case managers and housing providers to focus on their primary roles in relation to the tenant.

5. **Flexible Funds** – Available to pay for fees or other expenses that are not covered by most subsidies, such as move-in support, deposits, or inspections.

6. **Landlord and Tenant Education** – Classes or one-on-one coaching for both landlords and tenants to inform them on issues such as rights and responsibilities, fair housing, and financial management.

7. **Landlord Recruitment Events** – Dedicated events to bring together the community and bring new housing providers to hear of successful partnerships and tenancies.

8. **Leadership** – Public service announcements about the need for housing providers to support by increasing the available housing supply for people exiting homelessness.

Document reviews and interviews with representatives from communities that have worked on successful unit acquisition systems in Phoenix, Houston, Texas Balance of State, Seattle, Denver, Dallas, Los Angeles, and San Francisco, provide insight into how nationally identified best practices are being implemented at the local level. These communities are illustrative, but each community's context is unique. Each County and the Metro region will need to assess how best to adapt the learnings from these communities to their unique local circumstances. Unit acquisition systems reviewed for this Memorandum align with national guidance and generally share the following features:

1. **An Online Portal** – A user-friendly community-wide database of units available through participating housing providers and accessible to housing navigators and those seeking housing; the most sophisticated portals support housing search, housing application, and system monitoring and improvement.

2. **Consolidated Administration & Operations** – One organization or entity commonly oversees and operates components of the unit acquisition process on behalf of multiple social service providers and their program participants. This organization or entity typically has dedicated staff to, for example, support recruiting and maintaining relationships with housing providers, keep the online portal up to date, administer financial incentives, and, in some cases, provide housing problem solving services.

3. **Consistency for Housing Providers and Partners** – A high priority is placed on providing consistent and sustained organizational leadership to ensure a streamlined unit acquisition process for the benefit of social service agencies, housing providers, and the unhoused people searching for units.

4. **Encompass Multiple Funding Streams and Housing Types** – The unit acquisition system is designed to support multiple subsidy and housing types. The benefits from a system-level unit acquisition effort are greatest where it supports individuals who have a variety of long and shorter-term housing subsidy types, and where partnerships are developed with housing providers that operate larger, smaller, and non-traditional housing portfolios located across a diversity of geographic areas.

National research and best practices literature provides relatively little insight into the racial equity impacts of system-level unit acquisition strategies. This is an important consideration as the Partners assess whether and how to incorporate elements of these systems locally. In interviews, representatives of model programs identified several potential equity benefits from developing integrated unit acquisition systems, including:

1. **More Equitable Access and Outcomes** - A system that consolidates marketing, negotiation, financial incentive management, and unit inventory management on behalf of a large network of social services agencies, rather than relying on each agency to do that work itself, may be especially beneficial to smaller, less well-resourced, and emerging service providers. To the extent that these are disproportionately culturally specific organizations serving BIPOC and other marginalized communities, the consolidation strategy may offer those organizations and the people they serve better support and yield more equitable housing access and outcomes.

2. **Fewer Opportunities for Disparate Treatment** - Systems that consolidate marketing and negotiating partnerships with housing providers on behalf of multiple social service agencies may reduce the opportunity for housing providers to treat culturally

specific organizations and their participants less favorably when deciding who to work with and what kind of flexibility to offer applicants on screening criteria.

Local stakeholders and representatives of several nationally recognized programs also pointed out that there are equity risks with consolidation and standardization. A primary risk is that the unique needs and resources of BIPOC and other marginalized communities could be neglected in these systems if they are not intentionally designed using an equity lens. In addition to designing each element of the unit acquisition system to advance racial equity commitments, culturally specific organizations should continue to have support and flexibility to build relationships with housing providers in their communities that are tailored to the specific circumstances and opportunities that exist for their participants.

UNIT ACQUISITION AS ONE COMPONENT OF THE LOCAL HOMELESSNESS RESPONSE SYSTEM

Unit acquisition is only one component of any system designed to help unhoused people end their homelessness. This was emphasized in interviews with social service providers when asked what they would identify for the Partners as the most important ways to increase permanent housing options for unhoused people. Their responses often did not focus on creating additional housing provider partnerships. Instead, they recommended, for example, that the Partners prioritize increasing the total inventory of deeply affordable housing. They called out the need for more universally available long-term subsidies and the ability for their participants to enforce their rights as tenants.

In several cases, interviewees pointed to the inability to attract and retain staff to provide housing navigation and support services because of insufficient pay and unsustainable workloads. They pointed to unrealistic caseloads that housing case managers must carry, and the resulting impact on their ability to respond effectively to tenants and housing providers when issues arise. Interviewees also elevated the need for intensive wrap-around services in supportive housing, particularly for people with serious behavioral health challenges and for the growing portion of the unhoused population that struggles to meet their activities of daily living.

Most of these issues are beyond the scope of this Memorandum to explore in-depth. They are nonetheless an important reminder to the Partners as they decide what regional

investments to make. In addition to expanding partnerships with housing providers, there are significant needs in other aspects of the unit acquisition process and in the overall homelessness response system.

OPPORTUNITIES FOR FURTHER EXPLORATION

A good deal can be learned from successful system-level unit acquisition strategies around the country, and from some of the very good work happening in the Metro region. At the highest level, the opportunities for the Metro region involve exploring ways to consolidate and align elements of the multiple existing unit acquisition efforts. The fragmented unit acquisition landscape in the Metro area is leading to certain redundancies, potential inefficiencies, and inequities. While consolidating and aligning may address some of these challenges, there are limits and potential downsides to those strategies that any system-level approach to unit acquisition in the Metro region will need to take into account. In addition, the opportunities may look different in each of the counties based on the unique features of their homelessness response systems.

What follows are opportunities for further exploration that could move the counties and the region toward a more effective, efficient, and equitable unit acquisition system, provided they are implemented in a manner that respects the unique dynamics within different areas of the region and the impact of any system change on BIPOC and other marginalized communities. In summary, the opportunities include:

- Apply an equity lens to all program design and implementation work;
- Develop a comprehensive communication and education program for housing providers;
- Consolidate partnership formation responsibilities;
- Rationalize the system of financial incentives;
- Explore expanding agency leasing for those with the greatest barriers[3];
- Prioritize quality problem solving services;
- Consolidate key aspects of tracking and providing access to unit inventory; and

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[3] This Memorandum uses the locally adopted phrase "agency leasing" instead of "master leasing".

- Invest in unit acquisition services beyond housing provider partnerships.

A. Apply an equity lens to all program design and implementation work

Metro and the Counties directed Focus Strategies to apply an equity lens to the research for this Memorandum. Doing so made it clear that there are crucial equity considerations in all phases of the unit acquisition process. Any unit acquisition program that the Partners set out to develop – whether at the regional or county level - should center equity in the design and implementation of each of its components. The unit acquisition process should ensure that populations historically underserved and overrepresented in homelessness are equitably served by the community's unit acquisition efforts. Initial equity considerations are incorporated in the remaining opportunities set out below.

B. Develop a comprehensive communication and education program focused on housing providers

As the national best practices literature and model programs around the country recognize, communication and education directed to owners and managers of rental housing is an essential element of any successful unit acquisition strategy. Locally, the Counties have developed communications campaigns for individual initiatives in the past, but they do not currently have a coordinated, ongoing, communications strategy to help recruit housing providers. The Counties are developing county-specific communication and education materials as part of the RLRA program, and materials are in development to support the implementation of the MAC. However, social service providers report that their participants and case managers feel primarily responsible for identifying and educating housing providers on the specifics of rental assistance programs, support services, and available incentives.

In interviews, social service agency staff highlighted the opportunity that exists for the Partners to help identify, educate, and train housing providers on the full range of subsidy and support service programs in the region. While some of these efforts are already underway among the Counties' RLRA landlord liaisons, providers requested a larger communications campaign that would bring housing providers to them. They also requested a website and other materials that they can direct housing providers to, where they can learn about the various subsidy and support services programs, their requirements, and the available incentives for participation.

The Partners have an immediate opportunity to explore investing in a sustained, multi-faceted regional communications campaign that targets housing providers with information about the benefits of partnering with local social agencies to lease their units. Such a campaign would include:

- Advertising that reaches the widest possible audience of housing providers, and that prioritizes media and messaging that will reach BIPOC, non-English speaking, and non-traditional housing providers (e.g., shared housing).

- A comprehensive source of information for housing providers on the specific benefits and requirements of partnership; this could include a website, webinars, and written materials to hand out at recruiting fairs or sent out by email. All information should be accessible to non-English speakers.

- Specific messaging and presentation of materials directed toward smaller housing providers; several stakeholders report that smaller 'mom and pop' landlords' are often more prepared to be flexible on screening criteria but also are less likely to be familiar with partnering with publicly funded agencies.

- Training opportunities for housing providers on meeting the specific requirements of the various rental assistance programs and how to take advantage of the benefits offered, as well as on how to work effectively with social service providers that are supporting tenants in their buildings.

There is enough benefit and stakeholder support for a robust and inclusive communications and education strategy to warrant initial exploration of this opportunity by key County and Metro staff. In the immediate term, communications efforts, educational materials, and training would need to reflect the reality that there are multiple housing provider recruitment initiatives in place tied to different funding sources and jurisdictions. Over time, if the disparate unit acquisition efforts in the region are better aligned and integrated, the communications strategy and education materials would be adjusted to reflect the more streamlined system.

C. Consolidate partnership formation responsibilities

Nationally, communities are benefiting from investing in one organization or entity that negotiates with housing providers for units on behalf of multiple social service providers and across as many rental subsidy sources and housing types as possible. These lead organizations enter into partnership agreements with housing providers that spell out the

financial and support service benefits for the housing provider, and the level of application and screening criteria flexibility the housing provider will grant prospective tenants.

Currently, in the Metro region, social service providers are primarily responsible for negotiating individually with housing providers. In some cases, they offer financial incentives and tenancy support service models unique to their organizations. In other cases, they offer housing providers access to incentives that are tied to certain funding streams or housing initiatives.

This provider-centric approach can have significant limitations. Social service providers have varied levels of capacity to engage and varying levels of experience and expertise in negotiating with housing providers. This puts some social service providers at a disadvantage and may put service providers in a position of indirectly negotiating against each other. This approach also risks housing provider bias leading organizations that serve BIPOC and other marginalized groups to have fewer or less favorable partnership opportunities.

Consolidating efforts to negotiate housing provider partnerships within a single organization can help address these challenges, and, if implemented well, the resulting partnerships will more equitably benefit a wider range of social service providers and people seeking housing. To be effective, the lead organization needs to have expertise in the business models of various types of rental housing providers and in negotiations, and it needs the resources to pursue and finalize a large number of partnerships on behalf of social services providers.

While this approach can enhance equitable housing outcomes in the system, it should not foreclose social service providers from having the flexibility to negotiate their own partnerships where that approach advances equity goals. Culturally specific social service providers may need to be able to continue to work with potential housing providers in their communities to negotiate housing partnerships where they can do so more effectively. The exploration of tasking one organization to negotiate partnerships on behalf of multiple providers should include this and additional strategies to ensure that the unit acquisition process helps reduce disparities by improving access to units for disproportionately impacted communities of color and other marginalized communities.

D. Rationalize the system of financial incentives

A review of national programs and discussions with local stakeholders highlight several opportunities to explore increasing the efficiency, effectiveness, and equity of financial incentives offered to housing providers to encourage them to rent units to unhoused households with rental assistance and some level of support services.

1. Align the financial incentives with the level of flexibility provided

Local stakeholders and national operators emphasize the importance of ensuring that the financial incentives offered to housing providers are proportionate to the administrative costs incurred by housing providers and the amount of flexibility they show to applicants in the screening process. At one end of the spectrum, there is concern that housing providers receive financial incentives for renting to people who they could not have denied housing to under local landlord-tenant law. This is particularly a concern in a community where social service providers help people remove screening criteria barriers through strategies like payment of past debts and reasonable accommodation appeals, and where it is not lawful for a housing provider to deny someone housing because they plan to rent using a voucher.

At the other end of the spectrum, social service providers and housing providers agreed that there are unhoused people who struggle to find a rental unit because the standardized and capped financial protections (e.g., the $5,000 damages recovery cap offered by RLRA and the $2,500 damages cap for Rent Well) are too low to persuade housing providers to accept the level of risk they anticipate taking with some high-barrier households. Housing providers shared that they perceive the greatest risk with households that have a history of doing significant damage to their units because of the associated level of cost and disruption to operations.

Several model unit acquisition systems address the need to align incentive levels with benefit levels by consolidating partnership formation responsibilities in one entity or organization, as described above. By focusing the system's partnership development resources, these organizations can hire staff with expertise in the financial aspects of rental housing operations and use that expertise to negotiate appropriate terms with housing providers. This strategy helps ensure that the system benefits from the financial incentives housing providers receive. It also helps address situations where the financial incentives must be higher to gain the level of housing provider flexibility needed to house people with uniquely high barriers. Rather than setting a level that applies to all participants or housing providers in a program, the level

of risk mitigation incentive can be negotiated/tiered based on the actual level of additional anticipated risk a housing provider is prepared to take on.

Having an organization or entity with expertise in housing operations and finance negotiating on behalf of a network of social service providers also helps protect against any bias that a particular housing provider may have toward people from a particular BIPOC community or another marginalized group. At the same time, any strategy adopted at the regional level to align screening concessions with incentive types and levels should allow the flexibility, and provide support, for culturally specific providers to negotiate directly with housing providers from their communities. This is necessary to ensure that the opportunities and constraints that are unique to social service and housing providers in those communities are respected and that those providers can fully participate in the system.

2. Extend SHS-funded financial incentives across types of rental assistance

Nationally, some of the most effective systems of unit acquisition bring multiple sources of rental assistance funding under the same programmatic unit acquisition umbrella. Rather than having a different set of financial incentives – and associated claim and payment processes – for each source of rental assistance, the financial incentives are standardized and available across multiple forms of rental assistance.

The Counties have developed a robust set of SHS-funded financial incentives that are currently only available to an unhoused person who has an RLRA voucher. Someone with an HCV or other federal voucher, or who is receiving assistance through the MAC or Rent Well, offers a housing provider a more limited set of financial incentives, different incentive levels, and different processes for accessing those incentives. This complexity is difficult for participants, social service providers, and housing providers to navigate, and creates inefficiencies and potential inequities.

The unique flexibility of SHS funding offers the opportunity to explore offering a consistent package of financial incentives to housing providers who agree to rent to an unhoused person with any one of several different rental subsidy types. There will be limits on which subsidy sources can be included, and some tailoring of incentives to specific subsidy types may be necessary. Despite these limits, the Partners are encouraged to fully explore the opportunity to use the flexibility of SHS to develop a program of financial incentives that is available to as wide a range of subsidy holders as possible.

3. Consider consolidating the administration of financial incentives

Currently, the region features multiple financial incentive programs, each administered separately and somewhat differently. Within the RLRA program, for example, the Counties have agreed upon the package of financial incentive types and amounts, but each County administers the financial benefits somewhat differently. In some cases, a county pays housing providers directly; in others, social service providers make the payments and seek reimbursement. One RLRA benefit type – the damages guarantee fund – is administered by a single non-profit on behalf of all three counties. Meanwhile in Multnomah County, a housing provider's claim to recover the costs of excess unit damages could go through any one of several different processes depending on the source of the tenant's rental subsidy. In addition to RLRA, there are damages guarantee processes set up through Rent Well, JOIN, Move-In-Multnomah, and the MAC.

Whether at the regional or county level, there is value in exploring the standardization and consolidation of the administration of financial incentives. Successful programs nationally remove the cost and burden of administering incentive funds from the multiple social services providers working to house people, and instead put that responsibility in a single agency or organization that performs the service on behalf of multiple community-based organizations. There are examples of non-profits, local governments, and for-profit organizations playing this role.

In interviews with social service and housing provider stakeholders, there was a recognition of the potential value of consolidating and streamlining the administration of financial incentives. It could be more efficient and beneficial to smaller organizations that lack the capacity to self-manage these kinds of financial benefits. It would significantly simplify the number of entities and processes that housing providers are required to navigate. However, housing and service provider stakeholders agreed that the most important aspect of any system of administering funds is that funds are issued quickly to take advantage of housing openings and cover housing provider costs. It is therefore critical to identify a model of financial incentive payment that meets this priority for prompt service before making changes to the current system. A consolidated but poorly functioning system of financial administration could do significant damage to current programs and lead to fewer housing provider partnerships than the region currently enjoys.

4. Evaluate and align the types of housing provider financial incentives

Nationally and in the Metro region, the types of financial incentives offered to housing providers vary. They include:

- Bonus payments for the first unit a housing provider rents to someone who is part of a program and in some cases either an equivalent or reduced "bonus payment" for each subsequent unit leased;

- Payments for the time a unit remains vacant while undergoing an inspection;

- Payments to cover repairs identified as necessary during an inspection;

- Payments to cover rent if a tenant fails to pay or is evicted; and

- Payments to cover the costs of eviction and any damages in excess of what is covered by a tenant's deposit.

In interviews with local stakeholders and national leaders, there was no agreement on which forms of financial incentive are most productive in helping to acquire units. There was some preference among housing providers for funds that are paid upfront rather than those requiring a sometimes complicated and lengthy claim process. Housing providers also shared that the most important financial consideration is having a tenant who reliably pays the rent, whether through their own income or a rental subsidy of some kind. The question of where to focus financial incentive resources merits additional exploration with social service and housing providers.

There was a call for one benefit in particular that is not currently offered locally, and that is not offered in the national programs Focus Strategies consulted: renters' insurance. Local government staff, social services providers, and housing providers suggested it would be valuable to offer renters insurance as a standard benefit. This may not be a commonly offered benefit because of the underwriting policies of rental insurance providers. Nonetheless, renters' insurance would be a benefit to both the tenant and the housing provider and is worth additional exploration. The Partners are encouraged to consider discussing renters' insurance with Oregon Housing and Community Services, as they also expressed an interest and may have tools to address implementation challenges.

In general, the most significant challenge in the Metro region with incentive types appears to be the amount of variability across unit acquisition efforts. No two efforts offer the same package of incentives and/or processes for administering the incentives. These

inconsistencies create the potential for confusion, and unnecessary competition across programs, and may disadvantage unhoused people with certain types of rental subsidies. The Partners have an opportunity to explore using the flexibility offered by SHS funding to address these inconsistencies by enhancing and standardizing the financial incentive types available to people using a range of housing subsidy types.

5. Standardize incentive levels based on administrative cost and anticipated risk

Financial incentive levels can vary significantly across unit acquisition programs for the same type of incentive. Damage guarantees, for example, may be capped at $2,500, $5,000, or at a multiple of base rent. Stakeholders identified several benefits of having consistency of incentive amounts across programs serving people with similar need levels. There was some concern that individual social service agencies may use incentive levels to compete against one another for the same units if they have the flexibility to adjust incentive levels to acquire a unit. Similar dynamics may emerge when rental assistance programs serving the same population offer housing providers different incentive levels. As described earlier, the preferable approach is to have a consistent set of financial incentive levels across subsidy sources that are determined by arms-length negotiations with housing providers over what is reasonable considering the amount of anticipated risk and administrative burden the housing provider takes on. This can be done through a planning process that is inclusive of the Partners, social service providers, and housing providers that established the appropriate criteria and ranges, and then through negotiated agreements with individual housing providers.

E. Explore expanding agency leasing for people with the greatest barriers

Nationally and locally, there are examples of successful partnerships with housing providers where the social service agency becomes the tenant, and the agency's participants occupy the units as sub-tenants. The advantage to the housing provider is that the financial liability that would otherwise attach to a single individual with very limited financial means instead attaches to an organization with resources and the financial backing of local government. As a tenant, the social service provider is responsible for the deposit, monthly rent, and all damages beyond wear and tear; unlike with a damages guarantee fund, or other incentive program, there is no pre-determined cap. In some cases, agency leases are for entire buildings. There are also examples where a social service agency leases individual units in a single building or spread across multiple buildings in a housing provider's portfolio.

Agency leases differ in the extent to which the social service agency takes on the day-to-day property management responsibilities that typically fall to the housing provider. Most commonly the housing provider remains responsible for all property management functions, other than tenant screening. Nationally, this is the model used by Housing Forward in Cook County Illinois, and locally the Urban League has entered into this type of agency leasing arrangement. Nationally, there are also examples of agency leases where the social services provider effectively becomes the housing provider, taking over day-to-day property management responsibilities while also providing tenant retention and, in some cases, wrap-around support services. Examples include Brilliant Corners and Delivering Innovation in Supportive Housing (DISH), both in California. Locally, JOIN has established agency leases for entire buildings in which they assume some but not all property management responsibilities.

Agency leasing models are most commonly used to secure scattered-site and whole building permanent supportive housing for high barrier participants. Taking on additional financial responsibility, and, in some cases, property management responsibilities, allows the mission-driven social services agency greater control over who to house in a unit. In situations where the agency assumes other property management responsibilities, it also enables the housing provider to implement property management practices that support housing stability for people with long histories of homelessness, including trauma-informed care and harm reduction practices. These arrangements can be more costly and therefore need to be negotiated carefully to ensure that the amount paid and the risk assumed by the social service provider is warranted in light of the amount of additional flexibility obtained to house and support people who would otherwise lack access to housing.

Local social service providers reported that one of their greatest challenges is finding housing providers who will reduce screening criteria far enough to create housing opportunities for their hardest-to-house participants. Exploring opportunities to expand the use of agency leasing models could significantly help address this challenge.

F.   Prioritize quality problem-solving services

Although important, one-time financial incentives are generally less important to housing providers than having long-term stable tenants. While reliable rent is a critical component of this, equally important is that a tenant is not causing disruption or harm to other tenants, on-site staff, or the property. In interviews, social service and housing providers agreed that the

timely and effective provision of problem-solving services was typically the most important factor in creating and retaining partnerships.

Unit acquisition programs with effective problem-solving services feature:

- Regular check-ins with tenants to head off any issues that could jeopardize their housing stability (e.g., emerging conflicts with neighbors, escalating substance use, lack of housekeeping, not paying tenant portion of the rent);

- A direct line of communication – a staffed phone number/email - for property managers to use to report a problem involving a participating tenant that could jeopardize the tenancy; and

- A prompt response from a housing retention worker who has access to the resources to assist with resolving the reported problem.

These tenancy support services can be organized in a variety of ways, but the most critical consideration is the reliability of a timely and fully engaged response when an issue arises.

Nationally, there are several examples of one organization successfully maintaining a phone line/email response for housing providers on behalf of multiple social services agencies and their tenants. In some cases, the organization receiving the communication has its own problem-solving staff that are assigned to address the issue. This model aligns well with USICH's recommendation for a "Neutral Mediator" to help resolve tenancy issues. In other cases, the organization receiving the communication maintains a roster of the social service agencies that are part of the unit acquisition system, and their housing case managers. When a call comes in, they identify the agency and housing case manager who works with the tenant and that housing case manager is tasked to respond and to work with the property manager to address the issue. In programs where one organization takes the communication and another responds to the issue, it is critical that there be an agreement in place between the agency receiving the initial communication and the social service provider that establishes the responsibility for a timely and appropriate response. This commitment aligns with the problem-solving commitment in the written partnership agreement with the housing provider.

In the Metro area, the predominant approach is for each social service provider to receive communications directly from housing providers when there is a concern with a tenant who they case manage. Social service providers reported that these are often direct

communications between a property manager and an individual housing case manager. There have been efforts to create single points of contact for housing providers as part of recent housing initiatives, but both housing and social service providers reported these had been less effective than direct communications between the agency that helped house a tenant and the property manager. As part of the RLRA implementation, Washington and Clackamas Counties offer housing provider partners direct access to a "landlord liaison" who can mediate issues that arise with a tenant. However, the first point of contact and primary problem-solving responsibility remains with the social service agency providing the housing case management.

Local social service providers, and some housing providers, urged caution when considering centralizing housing problem solving services. Their concerns lie in part with previous unsuccessful efforts to set up hotlines and similar strategies. However, the most significant concern was with the potential to weaken the relationship between the social service agency providing the tenant's case management and the housing provider. These stakeholders emphasized that their most successful partnerships were often based on relationships rather than systems and program agreements. Social service providers worried that if a separate entity is a housing provider's first point of contact and perhaps also provides housing problem solving services, they will lose their critical connection to on-site property managers. Both social service and housing providers expressed significant concern that, if not designed well and adequately resourced, partnership agreements, MOUs, and a system designed to ensure accountability around communications, response times, and problem resolution could yield less effective partnerships than currently exist.

Scaling the process of unit acquisition to include large numbers of social service providers and housing providers across the counties and the region may prove difficult without an efficient and effective process for communicating, responding to, and resolving housing provider/tenant concerns. Consolidating the provision of these problem-solving services may achieve this. It may also help address the fact that not all social services providers have the capacity to provide robust problem-solving-services and may therefore be significantly disadvantaged in their efforts to build partnerships that yield units for their participants. At the same time, the Partners are encouraged to work closely with social service and housing providers to design a problem-solving services model that protects the ability of the social service provider to be in a direct relationship with the housing providers, and that recognizes that culturally specific providers may need to have additional problem solving strategies that

are tailored to the unique needs of their participants and the housing providers in their communities.

G. Consolidate the systems for tracking and providing access to unit inventory

Nationally, unit acquisition systems deploy robust technology platforms that maintain listings of available units. These platforms allow housing case managers and prospective tenants to search and sort for available units based on their priority amenities, the limitations of their housing subsidies, and their need for screening flexibility. They facilitate and streamline the application process. These platforms also provide data that allows the homeless response system to evaluate and improve the unit acquisition system. They track key metrics on housing providers, including, for example, how many units they list, how many units they lease through the partnership, how many of their tenants subsequently lose their housing, and how many housing providers withdraw from the system. These platforms can also collect information that allows an assessment of which social service providers are successfully accessing available units, whether tenants connected to some social service providers have better housing outcomes than others, and whether housing providers are having more challenges getting support from some social service providers than others.

These reporting capacities allow for important system-level insights, including from a racial equity perspective. System reporting can reveal, for example, whether culturally specific providers are having less success placing their participants with specific housing providers, or housing providers in a particular area. It is possible to determine whether applicants from specific racial and ethnic groups are having a harder time accessing units and retaining units. In addition to this important accountability for housing providers, data collected in these platforms can help identify system and provider level challenges with accessing units, timely and successful responses to tenant issues, and other opportunities to improve the system and outcomes for participants.

In the region currently, there are multiple more and less well-developed systems for tracking and providing access to unit inventory. There is a database maintained by the State that is accessible to Rent Well participants. In Washington and Clackamas Counties, the landlord liaisons working with the RLRA program each provide their local social service partners with email lists and have unit inventory websites in the early stages of development. In Multnomah County, there are legacy tracking systems, and new efforts underway to build a more sophisticated online platform for the MAC and perhaps RLRA; Multnomah County recently

announced a partnership with Housing Connector, a program with a sophisticated online platform for unit search and system performance monitoring. In addition to these governmental efforts, there are numerous organizations developing and maintaining their own lists of housing provider partners and sharing them amongst their housing case managers.

While there may be circumstances where a provider level, or fund-source specific, tracking system is warranted, in general, the Partners would benefit from assessing the opportunities to consolidate the efforts to maintain the inventory of available partnership units. A single, well-designed, user-friendly, and adequately funded portal can be easier for housing navigators and participants to use, offer them a great deal more information and support in the housing search and lease-up process, and be more efficiently updated. Importantly, a portal like this can also provide prospective tenants with an expanded choice of units. One of the limitations of the current approach in the region is that a prospective applicant working with one funding source, jurisdiction, or social service provider, only has access to the units acquired by that program, jurisdiction, or provider. Offering unhoused people greater choice can advance equity goals by increasing the likelihood that people find housing with their priority amenities, near their support networks, or in their preferred communities. One online portal and process for submitting units, screening, and application process information will also benefit, and potentially expand participation, among housing providers that are asked to partner with agencies and participants working with a variety of housing subsidies and programs.

Sophisticated online platforms can offer a range of benefits, but they require a significant ongoing investment, and they are most effective when integrated into an overall unit acquisition system that fully leverages their potential. Additionally, stakeholders expressed concern that a new online platform would require social service providers to do additional data entry. They worried that the data entry would be redundant with what is already entered into the Homeless Management Information System (HMIS), and that provider data entry capacity is so limited that they could not use the platform effectively. The exploration of whether to consolidate the unity inventory and search processes into a new online platform at the county or regional levels should include careful consideration of how to address these concerns.

H. Invest in services beyond housing provider partnerships

For many unhoused people, the acquisition of an existing unit in the rental market does not necessarily depend on there being formal partnerships between local government, social service providers, and housing providers. Stakeholders, including people with lived experience, emphasized that, whether or not someone needs the benefit of such a partnership, there are other critical factors that determine a person's ability to find and retain a housing unit.

Some of the services they identified that make accessing housing possible, beyond structured partnerships with housing providers, include, access to a computer, transportation, language translation services, and access to a housing navigator or case manager who actively assists with the search, application, appeals, and move-in processes. In addition, a person may need barrier removal services, like acquiring necessary documents, expunging past convictions, paying off past landlord and utility debt, and paying for application fees and household set-up costs. Services that support retaining a unit once someone is in housing include tenant training, housing case management, and, in some cases, ready access to ongoing wrap-around support services for health, income, and community building.

Several stakeholders specifically called out the importance of tenant education as a barrier removal and housing retention service. Currently, the most developed local tenant education program connected to a unit acquisition effort is Rent Well. While the certificate of completion and risk mitigation funds offered to housing providers are intended to incentivize flexibility on screening criteria, the training that tenants receive can itself be valuable in helping them obtain and retain a unit. The courses help prospective tenants learn, or refresh their understanding, of the process for securing a unit, the responsibilities and rights associated with tenancy, and the resources available to help set up and successfully manage a new household. This is a service that only some people need, but there is an important opportunity for the Partners to look at using Rent Well, or a similar program, to expand tenant education opportunities for those seeking housing through existing or new unit acquisition efforts.

These services all have in common that they help someone acquire and retain a unit without any additional concessions from a housing provider. As one currently unhoused interviewee shared, they were repeatedly able to obtain rental housing using the standard application

process because they received housing navigation services from local social service providers. While housed, they did not have conflicts with neighbors or problems that came to the attention of property management. Nonetheless, they repeatedly lost their housing because they were not able to get the mental health support they needed, would become depressed, and would give up the unit. In this person's case, it was additional wrap around services that would have made the difference.

As the Partners explore the possibility of building out the components of a unit acquisition system, it will be essential to work with social service providers and the people they serve to determine what aspects of the unit acquisition system are in need of additional capacity, in addition to housing provider partnerships.

CONCLUSION

Reducing homelessness in the Metro region requires expanding the number of units of rental housing available to people who are unhoused. With steadily increasing rents and a large deficit in regulated deeply affordable housing units, unhoused people often find it challenging to access housing on the private market without assistance. Recognizing this, social service providers and local governments in the region have initiated multiple unit acquisition efforts over recent years, including efforts to recruit housing providers to assist with housing people with SHS-funded subsidies and support services. These multiple efforts have achieved important successes that can be drawn on, in combination with learnings from effective unit acquisition systems around the country, to develop a more robust, efficient, effective, and equitable approach to unit acquisition in the region. Doing so will require using an equity lens to assess where consolidating elements of the unit acquisition process will yield more equitable outcomes for those who are unhoused, where it is crucial to preserve flexibility and autonomy for social service providers, and how best to adapt and integrate each of the critical elements of the unit acquisition process to local circumstances.

APPENDIX A: RESEARCH AND STAKEHOLDERS INTERVIEWED

In preparing this Memorandum, Focus Strategies relied on nationally available research and documentation of best practices in unit acquisition and landlord engagement. In addition, Focus Strategies reviewed documents, reports, online materials, and conducted interviews with leaders in local and nationally recognized unit acquisition programs. Focus Strategies interviewed state and county policy and program staff in the Metro region responsible for unit acquisition efforts, as well as experienced and emerging social service providers engaged in helping unhoused people acquire rental units. In identifying organizations to interview, an emphasis was placed on reaching out to staff from culturally specific organizations and staff working in all three counties. Focus Strategies interviewed representatives of the leading regional association of housing providers, companies that manage portfolios of private market and regulated units, and a private market housing provider that actively partners with multiple social service agencies in Multnomah County. Four one-on-one interviews were conducted with people with lived expertise, three in housing and one who is currently unhoused. Each interviewee with lived expertise was compensated with $50.00 for their time. All interviews and listening sessions included specific questions derived from the TCPB's adopted equity lens.

The timeline and scope of this project limited the breadth and number of interviews Focus Strategies was able to conduct. The Partners are encouraged to include targeted community engagement in any efforts to design and implement programs based upon the opportunities for exploration outlined in the Memorandum.

Stakeholder Interview List

The following is a list of the stakeholders that Focus Strategies engaged during the information gathering process through one-on-one interviews and focus group sessions:

- Alicia Rios, Raphael House of Portland
- Amanda Anderson, Urban League of Portland
- Andrea Fouts, AntFarm Youth Services
- Angie Henry, Income Property Management
- Binu Joseph, Northwest Family Services
- Brooke Golden, YWCA of Greater Portland
- Caitlyn Kennedy, Transition Projects

- Cara Rothe, Beacon Village
- Chris Pence, Clackamas County
- Christine Lewis, Metro Councilor for District 2
- Corrie Ethridge, Northwest Family Services
- Crystal Rojas, El Programa Hispano Catolico
- Daniel Davis, HOM, Inc.
- Dave Bachman, Cascade Management
- Deronia James, Greater New Hope Family Services
- Deyvin Molina, Clackamas County
- Eboni Brown, Greater Good Northwest
- Emily Edwards, Oregon Housing and Community Services
- Erik Atienza, Just Compassion
- Erin Goldwater, Multnomah County
- Favoure Miller, Urban League of Portland
- Felicia Wright, Greater New Hope Family Services
- Gary Fisher, Multifamily Northwest
- Jake Kirsch, Housing Development Center
- Javonnie Shearn, Up and Over
- Jeffrey Burnham, New Narrative
- Jes Larson, Washington County
- Gurney Kimberley, JOIN
- Josh Lloyd, Multifamily Northwest
- Kris Smock, Consultant
- Lea Anne Eivers, Raphael House of Portland
- Leor Beverly, Urban League of Portland
- Liliana Weissman, Clackamas Women's Services
- Liz Hearn, Oregon Housing and Community Services
- Lizzie Goddard, Padmission
- Matt White, Housing Innovations
- Marqueesha Ollison, Urban League of Portland
- Michael Shore, HOM, Inc.
- Mike Savara, Oregon Housing and Community Services
- Miro Paljevic, Transition Projects
- Moe Farhoud, Stark Firs Management
- Monica Avila, Washington County

- Patricia Rojas, Oregon Metro
- Sara Ryan, Office of Multnomah County Commissioner District 2
- Sharon Fitzgerald, Transition Projects
- Shkelqim Kelmendi, Housing Connector
- Stacy Borke, Multnomah County Chair's Office
- Susheela Jayapal, Multnomah County Commissioner for District 2
- Tanika Woodruff, Urban League of Portland

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | April 2024

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

TRI-COUNTY PLANNING BODY REGIONAL GOALS*

Goal	Progress
Unit/landlord recruitment and retention	Metro and county staff developed a Regional Implementation Plan for the five strategies the counties prioritized to advance the Regional Landlord Recruitment goal. The TCPB voted to approve this Regional Implementation Plan at their March meeting. The Regional Implementation Plan will be presented to the Supportive Housing Services Oversight Committee for final approval during their April meeting.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup (CERAW) continues to meet monthly. Lived experience leaders, who will recruit for and facilitate focus groups of people with lived experience, have been identified. Consensus building and clarification around strategy areas continues in a productive manner. Preparations for a progress update to TCPB are underway.
Healthcare system alignment	The regional leadership meeting continues monthly with Health Share, Counties, and Metro. A subgroup focused on implementation planning launched March 11 and will meet monthly. Both groups will drive toward greater alignment and coordination, focused on where we can have the most impact on health/housing integration. The data sharing workgroup continues to meet, working toward consensus and building data use cases. Work sessions with providers, people with lived experience, and other key stakeholders will be convened in the coming months. We will continue to work with partners to map the current landscape of health/housing initiatives and identify current areas of collaboration across systems.
Training + Technical Assistance	The request for qualifications seeking to qualify consultants to provide technical assistance and capacity building support for the housing and homeless systems

closes on April 18. If you are aware of consultants, firms, or nonprofit service providers who may be interested in applying to provide those services, please send them to https://bidlocker.us/a/oregonmetro/BidLocker and find RFQu 4269. Questions can still be sent to bidsandproposals@oregonmetro.gov until April 11.

The Regional Capacity Team just closed the application process for the three remaining positions on our team (two Program Managers, one focused on training, the other focused on technical assistance and an additional Program Coordinator). We have a strong pool of applicants and are confident we will be able to have our team fully staffed by the end of the fiscal year.

Employee Recruitment and Retention

Homebase continues to engage staff from the counties, service providers, and Metro to inform recommendation development. This includes reviewing existing data and potential additional data that will be needed to develop cost estimates and implementation pathways, as well as discussing how to expand and scale current County strategies to improve cash flow. The next Stakeholder Workgroup meeting has been scheduled for April 16. Homebase will tentatively provide a Progress Update to TCPB at the June meeting.

A full description of regional goals and recommendations is included in Attachment 1.

People housed through the RLRA program as of December 31, 2023: 3,697

1,838
people housed in
Washington County with
RLRA vouchers

1,056
people housed in
Clackamas County with
RLRA vouchers

803
people housed in
Multnomah County with
RLRA vouchers

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

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

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

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

Regional Point-in-Time Count: In January 2023, the counties conducted the first-ever fully combined regional Point-in-Time Count. This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.
An initial summary of the 2023 Point-in-Time Count data can be found in this May 2023 press release from Multnomah County: https://www.multco.us/multnomah-county/news/news-release-chronic-homelessness-number-falls-across-tri-county-region-2023.

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

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

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

Tri-County Planning Body Meeting Summary

Meeting:	Supportive Housing Services Tri-County Planning Body Meeting
Date:	Wednesday, March 13, 2024
Time:	4:00 PM – 6:00 PM
Place:	Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose:	The Tri-County Planning Body (TCPB) will receive an update regarding Multnomah County's Homeless Management Information System (HMIS) work and review and vote on the Landlord Recruitment and Retention Implementation Plan.

Member attendees

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

Absent members

None

Elected delegates

Washington County Chair Kathryn Harrington (she/her), Metro Councilor Christine Lewis (she/her), Multnomah County Chair Jessica Vega Pederson (she/her)

Absent delegates

Clackamas County Chair Tootie Smith (she/her)

County staff representatives

Clackamas County – Adam Brown; Multnomah County – Breanna Flores (she/they), Dan Cole (he/him) Min Chong (she/her, Gartner consultant); Washington County – Nicole Stingh (she/her), Jes Larson (she/her)

Metro

Abby Ahern (she/her), Liam Frost (he/him), Valeria McWilliams (she/her), Patricia Rojas (she/her), Chris Pence (he/him), Ruth Adkins (she/her), Yesenia Delgado (she/her), Melia Deters (she/her), Giovanni Bautista (he/him)

Kearns & West Facilitators

Ben Duncan (he/him), Colin Baker (he/him)

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

Welcome and Introductions

Ben Duncan, Kearns & West, introduced himself and welcomed the Tri-County Planning Body (TCPB) to the meeting and facilitated introductions between TCPB members.

Valeria McWilliams, Metro, introduced new Metro staff Chris Pence and Ruth Adkins.

Yesenia Delgado, Metro, provided update on the recent SHS Oversight Committee meeting and the development of its regional annual report. She indicated that the SHS Oversight Committee co-

Tri-County Planning Body Meeting Summary

chairs and staff will share the report with Metro Council and the Clackamas, Multnomah, and Washington County Boards of Commissioners.

Ben Duncan, Kearns & West, reviewed the agenda and objectives.

The TCPB approved the February Meeting Summary.

Public Comment

No public comment was received.

HMIS Strategic Sourcing Analysis Update – Multnomah County

Patricia Rojas, Metro, shared an overview of the Tri-County Homeless Management Information System (HMIS) technology strategic sourcing analysis that the Multnomah County IT team has completed with consultant Gartner.

Dan Cole, Multnomah County, introduced himself and his role on Multnomah County's Information Technology (IT) team, which has been leading the HMIS strategic sourcing analysis project with the support of Gartner. He reminded the TCPB that Multnomah County's IT team leads the technology infrastructure of HMIS for the Tri-Counties, while each county implements and operates HMIS itself. For context, he shared that the current HMIS system has caused concerns about data accuracy and quality and has created barriers to implementing new houselessness initiatives. Given this, Gartner has conducted an assessment of the current HMIS system, helped articulate a future-state vision for houselessness and housing services, identified gaps between the current system and a future-state system, identified the capabilities needed in a new system to support the future-state vision, shared insights into the current market of HMIS system products, and proposed recommendations for achieving the future-state vision with updated HMIS technology.

Min Chong, Gartner, presented more detail on the HMIS strategic sourcing analysis project. She shared findings from stakeholder engagement efforts and Gartner's assessment of legacy HMIS capabilities. Current HMIS capabilities cannot fully support an expanded vision for HMIS, which limits the effectiveness of houselessness coordination and response. She outlined how the current HMIS system fully performs only eight of fifty possible capabilities, with many capabilities partially or insufficiently performed and several not performed at all. Some of these capabilities are critical to achieving the future-state vision for houselessness services. She highlighted that the current HMIS system also has technical limitations that restrict its ability to perform important business capabilities, such as the inability to log geospatial data, upload and edit data in bulk, produce insightful data analysis with reports and dashboards, among others. Improvements could be made to the legacy system to mitigate some of these limitations, but it will still not meet the full future-state vision for data infrastructure. She shared other HMIS system options on the marketplace that would perform better, including two recommended vendors and two less capable vendors. Finally, she shared recommendations on how to achieve expanded HMIS vision, such as an initiating an HMIS governance model and expanded vision, developing a data reporting strategy, identifying priority improvements for a new HMIS system, selecting a new HMIS contractor, and implementing a new HMIS system.

Co-chair Eboni Brown asked if there would be any anticipated downtime during a system transition, and, if so, what the impact on HMIS usage and houselessness services would be?

> *Dan Cole, Multnomah County, responded that his team anticipates almost no downtime and little service impact. He clarified that the transition would likely be conducted over a weekend.*

Tri-County Planning Body Meeting Summary

Washington County Chair Kathryn Harrington noted that the HMIS project's timeline could mean that full implementation of a new HMIS system might not occur until year seven of the ten-year term of service for the TCPB. This would require the Counties to continue to operate an insufficient system for several more years. She expressed a desire for the TCPB to make a motion to direct Metro staff to share the Gartner presentation with Metro Council and the SHS Oversight Committee. After sharing her hope that the Regional Investment Fund (RIF) would have sufficient funds, she asked about the cost of a new HMIS system.

> *Dan Cole, Multnomah County, responded that the current timeline for implementing a new HMIS system is two years, with a January 2026 target launch date. He noted that this project needs to be sufficiently resourced, so that it meets this target. He highlighted that, despite the two-year timeline, updating the HMIS system would, in the long run, save significant time, effort, and energy for all involved. He also shared that updating the HMIS system would ultimately improve the delivery of housing and houselessness services, in contrast with the current state of HMIS, which is a data collection tool that cannot be leveraged to improve the delivery of services. Finally, he noted that there is not yet a price for the proposed HMIS system updates.*

Cristina Palacios asked for more clarity about what fully functioning housing eligibility capabilities would look like in a HMIS system and how they would be incorporated into a new system.

> *Dan Cole, Multnomah County, answered that this has not yet been decided, and prioritization of capabilities in a new HMIS system will be a future step in the process.*

Co-chair Matt Chapman commented on the high quality of the presentation. He noted that large-scale systems transitions are lengthy and complex processes and cautioned against speeding up at the risk of compromising quality and functionality. He stated that the process should be rigorous and disciplined to achieve the desired future state of HMIS, and that trying to salvage the current system is not a viable option. He asked about what can be done in the interim to mitigate some of the challenges and inadequacies of the current HMIS system.

> *Dan Cole, Multnomah County, responded that there should be immediate action to get the process started. One possibility is to collaborate with TCPB members to advise on stakeholder engagement on critical user pain points that could potentially be addressed with temporary "Band-Aid" solutions, e.g. layering other systems onto the current system.*

Mercedes Elizalde asked about the timing and process of vendor selection.

> *Dan Cole, Multnomah County, responded that vendor selection should occur between July 2024 and the end of the calendar year. His team will evaluate tradeoffs of each vendor and technology option, including comparing their relative strengths and weaknesses. He highlighted that one of the key features his team will look for is each option's ability to integrate with other technologies that would allow for more customization and flexibility with data reporting. He said the selection process will include input from a broad spectrum of community stakeholders to inform prioritization of capabilities and features.*

Mindy Stadtlander noted that some housing services are included as "health related services" in Oregon and therefore can be billable to Medicaid and/or the state, so interoperability and the capacity to share individuals' information across platforms would be useful.

Multnomah County Chair Jessica Vega Pederson shared her strong commitment to this project and appreciation for others' sense of urgency on it. She reflected that the current HMIS is outdated, and an updated system is needed.

Tri-County Planning Body Meeting Summary

Michael Ong Liu noted that housing inventory management would likely be a feature in a new HMIS system and asked if comparisons to other housing inventory management systems have been made. He also asked about plans to ensure a new HMIS system remains a single, cohesive tool. Finally, he inquired about how a new system would relate to and/or work with Built for Zero.

> *Dan Cole, Multnomah County, answered that there still needs to be decisions made about the possible capabilities in a new system, including defining the minimum requirements, considering "nice to haves", and identifying unnecessary features. Then, it can be determined if all the chosen capabilities can be implemented within a single product or via plug-in/integrated products. He shared that Built for Zero is a methodology or framework for how data is collected rather than a data tool or product itself.*

Sahaan McKelvey questioned the complexity of deciding on a new HMIS system vendor. Noting that other communities with similar houselessness situations use one of the two recommended vendors, he recommended considering these examples to help expedite the decision-making process.

> *Dan Cole, Multnomah County, shared that a complete public procurement sourcing process is required by law.*

Yvette Marie Hernandez expressed her excitement for this project.

Ben Duncan, Kearns & West, reminded the TCPB that this project does not require a vote or funding from TCPB because it is led by Multnomah County.

Washington County Chair Kathryn Harrington reminded the TCPB of her desire for a motion that the project presentation be shared with the Metro Council and SHS Oversight Committee. Patricia Rojas, Metro, assured the TCPB that the presentation will be shared with these bodies.

Landlord Recruitment and Retention Implementation Plan

Valeria McWilliams, Metro, presented an overview of the Landlord Recruitment and Retention Implementation Plan (implementation plan) and reminded the TCPB that it is the first chapter that the body is being asked to approve. She reiterated that the implementation plan will help recruit and retain landlords in the Tri-County area. If approved, the next step for the implementation plan would be for the SHS Oversight Committee to vote on approval.

Breanna Flores, Multnomah County, focused the group's attention on racial equity considerations in the implementation plan. She encouraged the members to be mindful of the ways equity considerations should arise in this work, given the deliberate ways that housing policies and practices have historically created and reinforced racial disparities in housing, so that the TCPB does not unintentionally continue these harms. She also expressed Multnomah County's commitment to the implementation plan process.

Chris Pence, Metro, presented the first strategy of the implementation plan: a communication and education plan. Metro will hire a consultant to create a regional communications plan to recruit and educate landlords, with a specific focus on Black, Brown, and Indigenous landlords. The anticipated cost is between $50,000 and $150,000 and would start by June 2025.

Nicole Stingh, Washington County, presented the second strategy of the implementation plan, alignment of financial incentives, which will include research into changing and/or expanding existing landlord incentives and communications materials based on the research. The anticipated cost is $100,000 and would start at the end of calendar year 2024 or early 2025.

Tri-County Planning Body Meeting Summary

Breanna Flores, Multnomah County, presented the third strategy, tracking and access to unit inventory, for which Multnomah County will pilot a unit acquisition and tracking program along with Housing Connector during FY24-25. After the pilot, the Counties will analyze outcomes and decide whether to expand the program regionally. The anticipated cost is $810,000 and will recruit 30 property partners, house 72 households, and list 10 property units (70% of which will be below Fair Market Rent (FMR)).

Adam Brown, Clackamas County, shared the fourth strategy, prioritize quality problem-solving services, which Clackamas County will pilot. This strategy will include a 24/7 landlord hotline to alleviate strain on case managers and add support to landlords. Hotline staff will direct landlords to existing supports and services (e.g. risk mitigation programs, case managers, incentives, landlord-tenant law, fair housing law, etc.). The anticipated cost is $500,000 and will be online by winter 2025.

Chris Pence, Metro, presented the fifth strategy: investigate needs for property management. Metro, with input from the Counties, will hire a consultant to study mission-driven property management and provide strategies to expand it. The anticipated cost is $50,000 to $100,000 and one or more strategies will be identified by spring 2025.

Ben Duncan, Kearns & West, facilitated a round robin discussion, where each member had the opportunity to express their perspectives on the implementation plan and then indicate their support with a thumb up, their opposition with a thumb down, or their support with reservations with a thumb sideways. He indicated that members who disapprove of the implementation plan must propose an alternative or suggestion to address their concerns for the TCPB to consider.

Mindy Stadtlander voted "yes" to support the plan.

Cristina Palacios voted "yes" to support the plan and commented about the need for tenants to have strong renters' insurance and that low-income renters who cannot afford it are not disqualified from the program.

Yvette Marie Hernandez voted "yes" to support the plan.

Zoi Coppiano voted "yes" to support the plan.

Steve Rudman voted "yes" to support the plan. He noted his approval of this plan because of the specific inclusion of landlords as a priority but raised concerns about the 24/7 landlord hotline because of potential implementation barriers beyond Clackamas County.

Co-chair Matt Chapman voted "yes" to support the plan and indicated his agreement with Steve Rudman's points.

Metro Councilor Christine Lewis voted "yes" to support the plan.

Monta Knudson indicated his reserved support with a thumb sideways, noting that the TCPB has not been updated on the other goals.

Valeria McWilliams, Metro, responded that there was a crosswalk between this implementation plan and the goals that identified why some of the goals were incorporated into this implementation plan and why others were not. She offered to talk in more detail with Monta after the meeting.

Tri-County Planning Body Meeting Summary

Michael Ong Liu voted "yes" to support the plan. He also highlighted two areas of possible concern, the 24/7 landlord support hotline, and the source of funds for the risk mitigation program of the implementation plan and TCPB's authority to approve the use of those funds for the risk mitigation program. He noted that 911 is struggling with wait and response times in the region, so the landlord support hotline must be adequately staffed for it to be effective. He asked when members think the TCPB should approach the Counties and/or the SHS oversight committee for financial support for the risk mitigation program, especially given that it is relatively expensive ($6,000,000 of the $7,810,000 - $8,060,000 total anticipated cost of the implementation plan).

Valeria McWilliams, Metro, confirmed that these funds have already been approved and offered to follow up with more information after the meeting.

Adam Brown, Clackamas County, clarified that the $6,000,000 figure represents the anticipated annualized cost of claims utilization through the risk mitigation program based on the number of housing units that will be online.

Michael Ong Liu expressed his opinion that TCPB funding should not be used for a reserve like this for the risk mitigation program.

Nicole Larson voted "yes" to support the plan and expressed her desire to have access to a cost breakdown of the risk mitigation program to better understand the source of funds (e.g. SHS funds going to Counties or TCPB funds from the RIF).

Liam Frost, Metro, confirmed with members that Metro will provide additional information about the risk mitigation program funding after the meeting.

Sahaan McKelvey voted "yes" to support the plan and asked to have a clearer line of sight into the forecast of future implementation plans to have a better understanding of overall costs. He shared that he believes the relatively high cost of this implementation plan assumes that future implementation plans will have lower costs.

Co-chair Eboni Brown voted "yes" to support the plan and noted that she would like the budget for the 24/7 landlord hotline to be increased so it can be fully staffed with at least two people always available. She indicated that for the risk mitigation program, she would prefer a policy in which a third party assesses unit damages so that housing providers and participants in programs are not taken advantage of and leveled with exorbitant repair costs.

Mercedes Elizalde voted "yes" to support the plan and stated that she is comfortable using RIF funding to expand the 24/7 landlord hotline to other Counties beyond Clackamas County. She also asked that Metro and the Counties be clear about which providers are responsible for landlord recruitment and which are responsible for landlord retention. In reference to the irregular reporting timeline structure on the slides, she asked that Metro and the Counties create a single, consistent way of reporting timelines to avoid confusion in the future. Finally, she asked if the approximately $8,000,000 allocated to this implementation plan is flexible to shift around to fund the five strategies or if the funding for each strategy is fixed.

Patricia Rojas, Metro, responded that the costs presented today are estimated so Metro and the Counties will return to the TCPB with more exact amounts once the actual costs are known. She also

Tri-County Planning Body Meeting Summary

explained that if a strategy or project costs more than initially estimated, they will return to TCPB for its approval.

Multnomah County Chair Jessica Vega Pederson voted "yes" to support the plan and posed a question about the benefits to the implementation plan for landlord and property management companies, wondering if or how the plan would treat them differently than community development corporations. She noted that she can talk with the relevant people for a response after the meeting. Finally, she indicated her support for the risk mitigation program, saying that it is necessary for landlords to have that type of security.

Washington County Chair Kathryn Harrington voted "yes" to support the plan, expressing her readiness to approve funding so that "on-the-ground" work of the TCPB can start. She also asked that TCPB staff prepare "as you recall" documents of previous TCPB meetings and materials to provide context and reminders during preparation for upcoming meetings.

Co-chair Eboni Brown presented a motion to approve the implementation plan. The motion was seconded. The implementation plan was unanimously approved.

Closing and Next Steps
Co-Chairs Eboni Brown and Matt Chapman shared closing remarks and meeting reflections.

Ben Duncan, Kearns & West, noted that the next meeting is Wednesday, April 10th from 4:00 to 6:00 pm.

Next steps include:
- Metro to share HMIS Strategic Sourcing Analysis Update presentation with the Metro Council and the SHS Oversight Committee.
- Metro to share crosswalk of goals and the Landlord Recruitment and Retention Implementation Plan.
- Metro to share more details about the anticipated cost of the risk mitigation program.
- Jurisdictional staff to provide previous meeting materials to TCPB members ahead of future meetings.
- Co-chairs Eboni Brown and Matt Chapman will present the implementation plan recommendations to the SHS Oversight Committee.

Adjourn
Adjourned at 6:00 p.m.

Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

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**.

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

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. 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.) and how progress will be measured.

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 2024-25**

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.

Clackamas County's FY 2024-2025 SHS Work Plan is a draft and will be finalized in the Summer of 2024 after the County's FY 2024-25 budget has been adopted and FY 2024-25 contract renewals completed.

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 information (e.g. important context or details for the goal)
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	315	In FY 2024-25 Clackamas County will achieve its ten-year SHS goal of 1,065 PSH units/vouchers – five years ahead of the SHS Measure's deadline for this goal.
Number of housing placements (households):		
Permanent Supportive Housing (PSH)	315	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	125	Rapid Rehousing placements will primarily serve households which meet the Population B definition.
Other Permanent Housing (if applicable)	TBD	In FY 2024-25 Clackamas County will begin funding a new rapid resolution program managed by the County's Coordinated Housing Access team. This program will provide "light-touch" assistance to help people who are housing insecure or recently began experiencing homelessness overcome any immediate barriers to moving back into permanent housing. This program will primarily serve households who meet the Population B definition and who do not need any ongoing services or rental assistance beyond their immediate housing placement. A final determination on this program and its annual capacity will be made after the County's FY 2024-25 budget is adopted.
Number of homelessness preventions (households):	850	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%	

	TBD	
Other Permanent Housing (if applicable)		

Additional services area. Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
Supported Emergency/Transitional Shelter (Units)	185	Clackamas County will be opening Clackamas Village, a new transitional shelter program which utilizes individual sleeping pods and is modeled after the County's successful Veteran's Village program.
Outreach Engagements (Households)	TBD	County staff are currently working with service providers to revise outreach benchmarks and contracted capacity ahead of FY 2024-25 contract renewals. A full review and revision of these are being done to ensure consistency and equity for all providers across the County's coordinated outreach system.

Category 1: Framing and context narrative (required)

In FY 2024-25 Clackamas County will achieve its portion (1,065 households) of the SHS Measure's ten-year goal to create 5,000 PSH units/vouchers. PSH placements this year will slightly decrease when compared to FY 2023-24 in order to keep the County on pace to achieve this goal while preserving funding for other services. As the County nears this goal, other programming such as short-term housing assistance and eviction prevention are being prioritized to ensure new households who begin experiencing housing instability or homelessness will still receive assistance while the County supports a fully operational PSH system. As part of this initiative, the County is piloting a new rapid resolution program which will be managed by its Coordinated Housing Access team. This new program will provide an immediate off-ramp for people experiencing housing insecurity or homelessness to help them avoid an eviction or move back into permanent housing immediately by overcoming any barriers they may be experiencing.

The County has also begun to build new infrastructure which will begin to open in FY 2024-25. The first site to be completed will be Clackamas Village, a 24-unit transitional shelter program modeled after the County's existing Veteran's Village. Additional developments such as the County's Oregon City Resource Center, medical respite transitional housing, and a crisis stabilization center will also be constructed throughout FY 2024-25.

CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Promote anti-racist and gender-affirming culture throughout the housing services system through training for service provider staff who engage directly with participants.	This objective advances the County's LIP commitments to (1) building community-based organization capacity, (2) achieving positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes, and (3) increasing access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness.	The County will make Fair Housing and Racial Equity standalone trainings available electronically, on demand, as well as incorporate Fair Housing and Racial Equity into Housing First Aid and other related trainings for service providers. Progress will be measured through the number of Fair Housing and Racial Equity practitioners who have completed training.	Every service provider commits to training staff when signing contracts. Service providers need flexibility to pursue trainings while ensuring staff coverage and managing active caseloads. The County is also strengthening its contract performance monitoring, and staff training will become part of contract check-in conversations.
Ensure culturally specific organizations compensate staff with a living and competitive wage, especially in comparison with non-culturally specific organizations.	This objective advances the County's LIP commitments to (1) building community-based organization capacity and (2) decreasing racial disparities, including growing culturally and linguistic program capacity as demonstrated through increased investments in culturally responsive and specific organization and programs.	The County will conduct a pay equity analysis to evaluate whether staff of culturally specific service providers are paid equitably and competitively, especially in comparison to currently contracted non culturally specific service providers.	In FY 22-23, the County conducted a pay equity analysis, which showed a discrepancy in average pay by role between culturally and non-culturally specific providers. Since that time, the County has increased its investment in culturally specific service providers. Additional review is needed to determine whether the discrepancy has persisted through the contract renewal cycle, is statistically significant, and is pervasive among culturally specific providers. Results of the forthcoming pay equity analysis will inform budget adjustments and future contract renewals.
Establish and recruit an inclusive decision-making body comprising stakeholders, with an emphasis on Communities of Color, to ensure investments and programs are responsive to the community's needs.	This goal advances the County's commitment to inclusive decision making. The LIP committed to engage the Continuum of Care Sterring Committee with an expanded focus to provide necessary local oversight and guidance. This goal also advances the LIP commitment to enhance community inclusion in evaluation as this body will provide feedback and guidance on the housing system's performance and identify opportunities for improvement. The expanded body requires overrepresentation of Black, Indigenous, and People of Color in its membership.	The County will establish a Community Advisory Group and recruit members whose demographics are representative of the communities served by SHS. The demographic composition of the Community Advisory group will be reported in the SHS Annual Report.	Historically, the CoC Steering Committee has served as the county's only homelessness advisory body, with membership comprised mostly of representatives from non-profit homeless services providers and staff from multiple Health, Housing & Human Services (H3S) divisions. While providing able oversight of the county's CoC programs, the CoC Steering Committee is a highly technical group that primarily addresses issues related to compliance and implementation of HUD policy as it relates to CoC-funded programs. The County's homeless services system has grown significantly since the passage of SHS in 2020 and the addition of new state and federal resources. The County will be launching a new Community Advisory Group on homelessness that will be comprised of a broad group of community stakeholders and provide recommendations to staff

			and an executive committee on decision points about program improvements, resource allocations, and goal setting. Members of the group may include homeless service providers, mental health and addictions providers, physical healthcare providers, law enforcement, the business community, school districts, rural and urban partner jurisdictions, the faith community, philanthropy, housing providers and developers, and others.
Launch program participant surveys to identify systemic barriers and disparities, improve service delivery, and ensure equitable access to housing resources for all racial and ethnic groups.	This objective advances the County's LIP commitments to (1) increase access for Communities of Color to housing and services, particularly for those with disproportionately high rates of homelessness and (2) achieve positive housing and service outcomes for Communities of Color to be equal to or better than NonHispanic white household outcomes.	Progress will be measured through the implementation of the participant surveys and the benchmarking of overall participant satisfaction and housing access. The County will work with a third party provider to co-create questions and determine representative sample size according to established best practices in survey methodology.	Two surveys will be implemented: 1) at the point of Coordinated Access to assess experience with Coordinated Entry and 2) at Housing Retention to assess experience with program participation. Surveys will be collected electronically and by telephone in the preferred language of the participant, using a third-party surveying vendor.

Category 2: Framing and context narrative (required)

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

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Implement the 1115 demonstration waiver, also known as the Medicaid waiver, to leverage Medicaid funding to pay for housing for applicable participants.	Implementation of the Medicaid waiver 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.	The role of the County under the Medicaid waiver will be established as one of the following: as a contracted central referral; as a lead Health Related Social Needs (HRSN) service provider; or another role specific to helping coordinate housing services funded by Medicaid. The County will measure the number of people receiving an HRSN service in Clackamas County, including housing through Medicaid, as well as provide updates to system impacts.	The 1115 demonstration waiver for Health-Related Social Needs (HRSN) will begin housing services in November 2024. Clackamas County is working with health care partners and Community Based Organizations to launch these benefits for eligible members in November 2024. Exploration includes county serving as a central referral agency, and/or delivering services such as outreach and engagement, plan development, etc. It is critical that counties are involved in this process to ensure waiver services are sequenced with other needed services provided by the county, and that those who may not be eligible but still in need of housing supports can connect to other available resources.
Improve access to housing for specific populations with complex health needs, seniors 65 and older, individuals with behavioral health needs, and individuals with intellectual and developmental disabilities.	This objective advances the County's commitment to improving coordinated access systems to ensure equitable access and access for those who are highly vulnerable. Medical case conferencing will also 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. This objective also advances the County's commitment to leveraging funding.	The County will pilot health care case conferencing, working with partners such as Health Share, Care Oregon, Kaiser, and Providence, to provide case conferencing for people with complex medical issues, starting with shelter providers. The County plans to expand this pilot to establish permanent medical case conferencing for anyone experiencing homelessness with complex needs. The County will also fund population-specific housing navigators/ case managers for seniors 65 and older, individuals connected to behavioral health care coordination or connected to Clackamas County mobile crisis, and individuals with intellectual and developmental disabilities.	The County will also explore and report on Unite Us / Connect Oregon as a platform for case conferencing and other exit ramps for people who need diversion or other housing related services. Population-specific housing navigators/case managers are specific to Medicaid waiver populations.
Build out compliance and quality improvement functions to strengthen contract oversight, accountability, and adaptability.	This objective advances the County's systemwide investment priority in its LIP. Ongoing system program evaluation is essential to ensuring continuous quality improvement throughout the life of the program.	The County will develop and implement contract compliance tools to facilitate data-driven conversations in regular check-ins with service providers and provide support where needed. The use of a standard tool across all programs will	Current contract check-in structure has served the needs of the SHS program implementation thus far. As the program has grown, so has the need for data-informed dialogue, accountability tracking, and the use of a standardized tool across SHS programs to measure and compare contract performance,

		support problem-solving, continuous improvement, and contract performance measurement.	including fiscal management, outcomes, file monitoring, program benchmarks, and data quality. Implementation of a uniform tool over time will also inform budget adjustment decisions and processes.

Category 3: Framing and context narrative (required)

In FY 2023-24 Clackamas County stood up its first health-housing integration team in preparation for the Medicaid 1115 Demonstration Waiver. Further integrating housing services with the County's Behavioral Health, Public Health and Health Center Divisions, along with other healthcare systems/providers in our community, will be one of the top priorities in FY 2024-25.

CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Significantly invest in new programs and capital projects that will enhance coordinated service delivery for community partners.	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.	Progress will be measured by the amount of SHS funding allocated for and spent on the following projects: • Oregon City Service Enriched Resource Center • Clackamas Village • Medical Respite Infrastructure • Crisis Stabilization Center • City-led Initiatives	Clackamas County is working on establishing roughly 20 beds for a new medical respite program in FY 24-25. The program will facilitate new, close partnerships across health care providers and community organizations for enhanced service connectivity. The physical space of medical respite provision will be a safe and sanitary place for recovery while providing coordinated service delivery for wraparound support for SHS participants. The county will allocate dedicated funding this fiscal year for the procurement or construction of new system infrastructure, including resource center services to serve up to hundreds daily, a crisis stabilization center, and new safety off the streets programming for up to 24 new units.
Implement strategic improvements to case management processes to enhance provider capacity and ensure resources are allocated more efficiently.	This objective advances the County's commitment to building community-based organization capacity. This objective also advances the systemwide investment priority in system and program evaluation.	Progress will be measured through total provider capacity for case management and housing retention rates for participants.	Clackamas County is now working on several initiatives, planned for implementation in FY 24-25, that focus on enhancing provider capacity to serve participants through Supportive Housing Case Management. As the Case Management program has expanded to 11 service providers, there is a need to identify best practices and implement lessons learned across the program. Case management improvement areas include the following. • Offering a blended model for navigation and retention • Implementing a case management graduation protocol • Increasing the County's quality control monitoring of participant files, HMIS data entry, and staffing through contract check-ins • Launching a contract with ASSIST to train case managers on helping clients to obtain

			representation for the SSDI/SSI application process
			• Expanding access to self-paced and self-guided trainings for case management professional development
Collaborate with housing services providers to identify best practices and develop strategies and training opportunities for data quality improvement in HMIS.	This objective advances the County's commitment to (1) building community-based organization capacity and (2) enhancing community inclusion in evaluation. This objective also advances systemwide investment priorities in (1) system/program evaluation and (2) collecting/sharing data.	Progress will be measured through the improvement of data quality in HMIS and the development of evidence-based strategies that enhance the support and resources available to providers.	Feedback from listening sessions with service providers will be analyzed to identify common themes and sub-themes to inform areas of improvement and quality focus. The feedback will inform the content of regularly held Data Quality provider meetings. These meetings will help us co-create a community of practice for providers to network, gain knowledge, and gain capacity through shared best practices, a focus on community-driven outcomes, ongoing learning opportunities, and celebrating high performers. These meetings will serve as a baseline for the initiation of a quality improvement project. The effectiveness of this approach in improving data quality will be analyzed and evaluated to determine its impact and inform future iterations of the project. The focus of this objective is twofold: redefining the data quality practices of seasoned providers and ensuring that new providers feel equipped with knowledge and resources from the outset. Through targeted inquiries and collaborative interactions with providers, we aim to pinpoint specific challenges and opportunities for improvement.

Category 4: Framing and context narrative (required)

In FY 2024-25 Clackamas County will leverage SHS carryover balance to construct new infrastructure such as the service enriched resource center and begin new pilot programs such as the city-led initiatives which will enhance the capacity and effectiveness of service providers throughout Clackamas County. County staff are also focusing on building stronger relationships with service providers by closely working with them to evaluate their processes and business practices to determine how County staff can better support them as they continue to grow in a rapidly expanding system of care.

CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Promote Geographic Equity	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 Metro's jurisdictional boundary has service deserts which are in need of increased funding. The influx of SHS funding within Metro's jurisdictional boundary is allowing the County to shift resources and fund new services in historically underserved rural areas.	Progress is measured by the amount of non-SHS funding allocated for housing services outside of Metro's jurisdictional boundary and the number of households served with it.	Due to influx of SHS funding, the County began allocating additional resources for housing and homeless services to rural and historically underserved areas outside of the Metro service area. Services such as shelter, rapid rehousing, outreach, and navigation have been funded in rural Clackamas County. In FY 24-25, the County plans to launch the new Long Term Rental Assistance (LTRA) program through state funding, serving as a rural area counterpart to RLRA.
Alignment with the Behavioral and Public Health Systems	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.	Progress is measured by investments made into programming which advances this alignment and through an analysis of how standing up a dedicated health-housing integration team has contributed to this alignment.	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.

Category 5: Framing and context narrative (required)

The County will continue expanding services in rural Clackamas County using other funding sources now that SHS funded services have significantly expanded capacity within Metro's jurisdictional boundary. The majority of Clackamas County lies outside of Metro's jurisdictional boundary and has a significant need for new investments and increased capacity. Further alignment with the behavioral and public health systems will provide more robust support for program participants who have acute behavioral or physical health needs and require higher levels of support than housing services providers can deliver.

Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

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 contains 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**.

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

Please enter annual objectives in each category below. Objectives should stem from your local implementation plans and the SHS regional goals and metrics. Entering objectives for the regional goals/metrics is required for each year. Your program should be making progress toward the 10-year regional goals each year. Objectives should state what that planned progress is (e.g., launching a new program, expanding by #/% of providers, etc.) and how progress will be measured.

Entering objectives stemming from your LIP goals is also required (there should be at least one objective per goal category). However, you are entering objectives for work you will be implementing in the following program year and likely will not be entering every single LIP goal. Tying it back to your planned budget/investments is an excellent way to consider it. 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.

COUNTY NAME: **PROGRAM YEAR: FY 2024-25**

List annual objectives for the next program year by category below. Objectives should stem from your LIP Goals, though a few required goals come 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 from the categories that follow. For this section, please add your quantitative goal(s) for the next year about your housing and services programs. The first chart includes required goals, and then you can add any additional quantitative goals you'd like to the second chart. If your goal is N/A or zero, explain why in the notes.

REQUIRED: These SHS metrics are 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 information (e.g., important context or details for the goal)
Number of supportive housing units/vouchers you plan to bring into operation this year	# of new RLRA vouchers: 275 # of SH units coming online: 401	In FY 25, the Joint Office plans to add capacity to Multnomah County's housing system by introducing 275 new tenant-based Regional Long-Term Rent Assistance vouchers and 401 supportive housing project-based apartments. These goals align with the Joint Office's proposed budget and construction schedules for opening new Permanent Supportive Housing buildings. These additions will contribute to addressing housing needs and providing stability for individuals needing assistance.
Number of housing placements (people and households): Aggregate number (PSH+ROTH+OPH+RRH)	# of new people: 1,072 # of new households: 875	*Permanent Supportive Housing, Recovery-Oriented Transitional Housing, Other Permanent Housing, Rapid Rehousing*
Permanent Supportive Housing (PSH) *PSH & ROTH*	# of new people: 360 # of new households: 300	PSH provides deeply affordable housing with wraparound supportive services, including behavioral health care, case management, education, and job support, to assist households in achieving housing stability. This includes households placed in new buildings opening in FY 25, new households served by projects that were in early implementation in FY 24, and new households served across additional expansions of PSH that will happen through NOFAs. For NOFA expansion we assume half of the total capacity will be filled in FY 25, due to the time it will take to make awards and for projects to staff up, start working with people, and place people into units. Recovery-oriented transitional housing (ROTH) is now included in this category since ROTH provides housing and wrap-around support services.
Rapid Re-Housing/Short-term Rent Assistance	# of new people: 550 # of new households: 440	RRH is a model that provides short-term rent assistance to help people exit homelessness by providing staff support to help identify permanent housing opportunities and/or help people 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)	# of new people: 162	Other Permanent Housing (OPH) includes programs that provide long-term housing support

	# of new households: 135	without wrap-around support services.
The number of homelessness preventions (people and households):	800 People 600 Households	Eviction prevention programs will be available at multiple community-based organizations. These programs 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	80%	
Other Permanent Housing (if applicable) *This will include Population B RLRA vouchers.*	80%.	

Additional services area. Add other **quantitative** housing, service, or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that need to be included below.*

Topic/Category	Annual Goal	Additional information (e.g., Definition, meaningful context, or details for the goal)
Emergency Shelter	1,400 Emergency Shelter Beds added or sustained	Emergency shelter beds include non-congregate, alternative, and congregate programs that will serve adults, youth, families with children, and people fleeing domestic violence. Investments in shelters have increased substantially in alignment with broader county shelter strategies.
Outreach	1,420 people engaged through street outreach	Outreach and Engagement is composed of providers contracted to conduct coordinated and person-centered outreach that brings basic health and survival services, and assistance with service navigation, to adults who are sleeping outside, in vehicles, encampments and other places not meant for human habitation.
Navigation	300 people engaged through resource navigation	Navigation is a subset of outreach and engagement. System Navigation (referrals) is based on the needs of the individuals. Service referrals may include but are not limited to emergency shelter, behavioral health/medical/recovery services, housing services, domestic/sexual violence resources, benefits acquisition, and employment services.
Employment Services	500 people engaged in employment programs	Employment services support participants in engaging in low-barrier employment opportunities to increase workforce readiness skills and support community needs.

Category 1: Framing and context narrative (required)

The upcoming program year's annual objectives prioritize quantitative housing and program services goals. Specifically, the focus is on expanding Permanent Supportive Housing (PSH) by issuing 275 RLRA vouchers, inaugurating 401 project-based apartments for PSH, and facilitating the placement of 300 individuals and households in PSH and Recovery-Oriented Transitional Housing (ROTH). Furthermore, 135 new households are earmarked for other permanent housing initiatives. The plan also aims to prevent homelessness for 800 people, and proposes an 85% retention rate targeted for PSH, and an 80% retention rate targeted for Rapid Re-Housing (RRH) and other permanent housing programs. These objectives are rooted in the Local Implementation Plan (LIP) Goals and Metro's SHS Work Plan, emphasizing expanding housing options, supportive services, and homelessness prevention efforts in Multnomah County.

In the FY 2025 budget for the Joint Office, the department delineates key priorities aligned with Multnomah County's Local Implementation Plan and the newly introduced Homelessness Response Action Plan (HRAP). These priorities encompass expanding PSH and apartment availability, enhancing provider support services, and broadening shelter options as part of a holistic homelessness response system. The focus also extends to aiding individuals, families, and youth in acquiring and maintaining housing and preventing homelessness through eviction prevention measures. Collaborative endeavors with other county departments aim to establish a cohesive approach to addressing homelessness countywide while bolstering system capacity and stabilizing the workforce of service providers. The budget allocations include funding for PSH service cap increases, additional shelter beds, housing placement and retention services, and emergency rent assistance to mitigate homelessness and foster housing stability within Multnomah County.

CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g., important context or details for the objective)
Pilot grants to increase culturally specific and culturally responsive service delivery. The Joint Office of Homeless Services (JOHS) is piloting a grants process to expand support and increase capacity directly for new, emerging, and culturally specific providers.	This objective supports our LIP goal of increasing our system's capacity to provide culturally specific services by giving new, emerging, and culturally specific organizations more opportunities to contract with JOHS and offer services.	Providers receiving grants will be required to submit progress reports on how the funds have increased the organization's capacity to serve historically underserved populations, Black, African American, or African, Native Hawaiian or Other Pacific Islander, American Indian, Alaskan Native, or Indigenous, Latina/Latino/Latinx/Latine, LGBTQIA2S+. Providers will be required to share how the funds increased availability or quality of culturally specific services or culturally responsive services.	This investment aligns with Multnomah County's SHS Advisory Committee's Capacity Building recommendations, which call for prioritizing culturally specific providers and increasing partnerships with new and small organizations.

Category 2: Framing and context narrative (required)

The Joint Office of Homeless Services (JOHS) recognizes that much of the existing SHS investments are held by dominant culture organizations in Multnomah County and understands the importance of intentionally including new and emerging providers to best fit the needs of community members experiencing houselessness in Multnomah County. To increase funding opportunities for smaller providers who provide culturally specific and culturally responsive services, the Joint Office will be piloting distributing grants to qualified providers who have yet to contract with JOHS with the intention of the grants going towards increasing services and capacity for these services to occur.

CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g., important context or details for the objective)
$40M in Cross Department Programming	As identified in Multnomah County's Local Implementation Plan, within the section *Needs for*	Pending the adoption of the FY 2025 budget, we will refine outcome metrics for this goal.	New Cross-Department Investments in FY2025:

[1] Multnomah County Local Implementation Plan 2021: https://www.oregonmetro.gov/sites/default/files/2021/09/21/Multnomah-County-supportive-housing-services-local-implementation-plan-20210601.pdf

Work with different County departments using Supportive Housing Services funding to reduce homelessness in Multnomah County. By allocating $16 million in new SHS funds across various departments, totaling nearly $40 million, we aim to address why people become homeless. This collaboration will fund 13 programs offering services like mental health support, shelter expansion, eviction prevention, and emergency response, helping us tackle homelessness effectively across the County with the *One County* approach.	*Homeless System Infrastructure & Capacity,* the plan identified the need for: "... County department services are not yet fully coordinated with one another, and often service referrals result in programs that are at capacity or have long wait times.." p.17-18[1] The FY2025 SHS investments across County departments further the goals in the local implementation plan to improve coordination and reduce homelessness in Multnomah County.		Expanded behavioral health shelter in reach Short-term housing support for people diagnosed with infectious diseases who are experiencing homelessness Behavioral Health Outreach in Old Town NEW stabilization program for people on parole or probation NEW peer support specialist program in the Library system NEW year-over-year $5 million investment for eviction prevention NEW year-over-year investment in the emergency management services department
Increase PSH Services Cap to 15K-17.5K Per Unit Strengthen the permanent supportive housing infrastructure by increasing the services funding per household to ensure adequate support for vulnerable individuals and families. We will invest $18.5 million in raising the standard per-household services funding cap to $15,000 per year for permanent supportive housing projects while establishing a premium funding level of $17,500 per household for culturally specific projects, family projects, and PSH buildings with 25% of apartments dedicated to PSH.	Multnomah County has pledged to increase supportive housing offerings by adding 2,235 new units. Achieving this target necessitates the development of innovative programs while simultaneously sustaining our existing portfolio of Permanent Supportive Housing programs. Elevating the service cap plays a pivotal role in safeguarding the current capacity of PSH programs, ensuring that they remain robust and adequately resourced to meet the needs of our community members experiencing homelessness. By fortifying our current infrastructure, we lay a solid foundation to build and expand, advancing our efforts to address homelessness effectively and providing vital support to those in need.	Pending the adoption of the FY 2025 budget, we will refine outcome metrics for this goal.	Our PSH and CoC staff met with implementation stakeholders at the state of Oregon, the Oregon Housing and Community Services, Portland Housing Bureau, Home Forward, Clackamas, and Washington counties to discuss their funding levels, strategies, and challenges with the PSH services funding cap. Based on these meetings and the 2023 recommendations from Health Management and Associates to increase the funding cap, the Joint Office is prioritizing service investments with permanent supportive housing. This investment will mark the first significant funding increase for the wrap-around services for PSH since the start of PSH programming in Multnomah County.
250 New Shelter Beds We will allocate $9.3 million from our FY 2025 budget to expand shelter capacity and services in the adult, family, youth, and domestic violence systems. This initiative aims to add 250 additional shelter beds.	The shelter expansion goal aims to reduce service barriers for underserved populations by creating more inclusive and accessible shelter options. It ultimately seeks to build a more supportive and equitable response to homelessness in Multnomah County.	The Joint Office expects to receive proposals for the new shelter programs in the coming months. The plan includes culturally specific shelters in the youth system and some culturally specific beds for LGBTQIA2S+ adults in the adult system.	New shelter beds by system type: 25 beds for immigrant youth 45 beds for domestic violence survivors 90 beds for families 90 beds for adults

Category 3: Framing and context narrative (required)

Multnomah County is allocating $40 million, including $16 million in new Supportive Housing Services (SHS) funds, across various departments to address homelessness. This collaborative effort aims to target the root causes of homelessness, such as mental health issues, eviction risks, and climate emergencies. Thirteen programs will be funded, focusing on mental health support, shelter expansion, eviction prevention, and emergency response. This initiative aligns with the County's goal of improving coordination among departments to reduce homelessness, as outlined in the Local Implementation Plan. Critical investments include expanding behavioral health

services, establishing stabilization programs for individuals on parole or probation, and implementing peer support specialist programs. Additionally, there will be significant funding for eviction prevention and emergency management services. By leveraging SHS funding across multiple departments, the County aims to address various factors contributing to homelessness and housing insecurity effectively.

In FY 2025, Multnomah County's submitted budget includes funding for approximately 3,054 Permanent Supportive Housing (PSH) units, with 401 new units funded by the Supportive Housing Services (SHS) Measure. Increasing services funding is crucial in supporting direct services staff who assist clients with various needs such as housing navigation, healthcare, income acquisition, and eviction prevention. This adjustment responds to the heightened acuity among people experiencing chronic homelessness, as recognized by stakeholder groups like the Community Shelter Strategy Workgroup. Following the outbreak of the COVID-19 pandemic, providers across the country and in the Portland Metro have all experienced a sharp rise in client acuity, leading to a surge in funding requests for PSH programs. Recognizing that successful PSH requires more than just access to housing, the increased services funding aims to provide essential support for staff who build strong relationships with residents. Well-supported staff are vital for maintaining and expanding quality PSH, ultimately reducing crises and ensuring the effectiveness of the housing placements.

Multnomah County's FY 2025 budget allocates $9.3 million, representing a portion of the Supportive Housing Services (SHS) funding, to expand shelter capacity and services across various population systems, aiming to add 250 new shelter beds. This initiative seeks to reduce service barriers for underserved populations and create more inclusive and accessible shelter options. The plan includes culturally specific shelters for immigrant youth, and LGBTQIA2S+ adults, as well as additional beds for families, survivors of domestic and sexual violence, and adults. The Community Shelter Strategy is part of the Homelessness Response Action Plan (HRAP), which is supported by a $28.2 million investment and aims to either shelter or house an additional 2,699 people before December 31, 2025. This strategy involves collaborative efforts with elected officials, staff, and community partners to develop goals and strategies for reducing homelessness and creating pathways to housing. The approach considers various shelter systems overseen by the Joint Office of Homeless Services (JOHS) and emphasizes the importance of shelter as one option within a comprehensive Homelessness Response System. This investment is part of a programming package for the first phase of the strategy, including additional shelter beds across different systems, support for placement into stable housing, and adjustments to funding amounts for shelter contracts to ensure adequate staffing and case management ratios. This initiative aligns with increasing shelter capacity and supporting transitioning from homelessness to stable housing.

CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Use SHS Funds to Pay HUD CoC Match Requirement For the first time, the County will pay the HUD CoC required match for all the CoC projects in Multnomah County. As a statutory requirement, all CoC-funded projects must provide a 25% match to the federal dollars awarded. In FY 2025, we will invest $5 million to support 28 CoC projects.* *Note: Some projects have already been matched through the County General Fund.	The LIP explicitly states, "Because the JOHS serves as the lead agency for the Continuum of Care, there will be ample opportunities to align current and future federal funding with the measure." The Joint Office successfully leveraged SHS funds in 2021 to obtain an additional 300 emergency housing vouchers (EHV) by committing ongoing SHS funding to pay for the retention and case management staff to support households using those vouchers. The result of that work was an increase in the number of housing vouchers available in the Domestic Violence system and a much-needed increase in retention case management across the Family, Youth, and Domestic Violence continuums. Using this opportunity to leverage SHS funds for the CoC match would further demonstrate the power of SHS funding in our community and improve our score in HUD's annual NOFO competition, thereby likely	95% of service providers will continue to operate a HUD CoC project	*Population A Housing Outcomes* - Most people served in CoC programs meet the definition of Pop A, and both funding sources hold the value of serving those disproportionately impacted by homelessness. The CoC funds support 1,466 permanent housing units annually through PSH and RRH projects. CoC projects prioritize the following populations for service: Black/African American, Native Hawaiian/Pacific Islander, Native American/Indigenous/Alaskan Native, Latine(a)(o)(x), individuals identifying as LGBTQIA2S+, people coming from unsheltered environments, people who qualify as chronically homeless under the HUD definition, and people with one or more disabling conditions. The priority populations for both funding sources are strongly aligned.

| | bringing in more funding. | | |

Category 4: Framing and context narrative (required)

Multnomah County has 36 Continuum of Care (CoC) projects funded by the US Department of Housing and Urban Development (HUD), accounting for approximately $40M that supports 31 supportive housing projects. CoC projects have been the foundation for supportive housing and services in the County for over 20 years. Due to the financial and administrative challenges of operating these projects, some agencies choose not to apply for HUD NOFO funding in the coming year to sustain their current CoC projects. These financial and administrative challenges include paying the CoC match requirement and lack of increases to administrative and supportive services budget lines. When Fair Market Rents rise, HUD increases funding in rental assistance budget lines; however, there is no commensurate increase in supportive services or administrative funding. Over time, this has created a staff and administrative funding deficit that has destabilized agencies. The Joint Office plans to use SHS funds to alleviate destabilization in FY 2025 by providing the required 25% match for every CoC project. This will reduce the financial burden and support increased administrative capacity. Given the well-developed CoC reporting infrastructure, there are predictive examples of past CoC years that indicate quick disbursement and use of SHS funds to support supportive housing projects.

CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g., important context or details for the objective)
Complete the first year of the Pathways to Housing Project, including (1) operationalizing the Lived Experience Committee/workgroup that will be an integral part of the project; (2) collecting qualitative data from people experiencing or who have recently experienced homelessness; (3) analyzing data and validating findings; (4) disseminating the year one report.	This research will improve the quality and effectiveness of shelter as a pathway to permanent housing, thereby shortening shelter stays, making more bed space available, and ensuring that more people move from shelter to housing. (LIP goal: Reduce street and shelter homelessness, as well as doubled-up homelessness, by increasing the number of eligible households who exit homelessness for permanent housing by at least 2,500 households per year once the Measure is fully implemented)	This project has a predetermined timeline and identified benchmarks for completion. JOHS will maintain ongoing communication with HRAC about the project's status and benchmark goals. The project's progress will be measured by alignment with this predetermined timeline and goals.	This is a multi-year study in collaboration with the Homelessness Research and Action Collaborative at PSU. HRAC will partner with and employ people with lived expertise in this innovative project. The research focus, data collection methods, and other logistics may change based on this group's guidance. Additional data collection and reporting will occur in year two.

Category 5: Framing and context narrative (required)

The Pathways to Housing Project is a two-year study to understand barriers and solutions for individuals transitioning from homelessness to permanent housing. The first year focuses on operationalizing a Lived Experience Committee, collecting qualitative data from individuals with homelessness experience, analyzing findings, and disseminating reports. The project involves collaboration with Portland State University's Homelessness Research and Action Collaborative to compensate participants for their input. The second phase includes visual representations of participants' experiences within the shelter system. Additionally, the Joint Office of Homeless Services (JOHS) is conducting studies to analyze effective shelter models and pathways to housing. The project's progress will be monitored through predetermined benchmarks and ongoing stakeholder communication.

Metro

Supportive Housing Services (SHS) Annual Work Plan

DRAFT Supportive Housing Services Program

FY 2024-25

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**.

Once received, Metro will review the work plan against your Local Implementation Plan and annual budget and may request changes to ensure consistency and alignment.

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. 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.) and how progress will be measured.

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: Washington County   **PROGRAM YEAR:** FY 2024-25

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 information (e.g. important context or details for the goal)
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	100 new slots	In Program Year Four, Washington County will reach our LIP supportive housing goal of 1,665 slots for supportive housing placements with our **Regional Long Term Rental Assistance (RLRA) and Housing Case Management Services** (HCMS) programs combined for tenant-based supportive housing. **HCMS** provides comprehensive 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. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older. As PSH buildings open across the county, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments.
Number of housing placements (people and households):	1,000 households	Across multiple programs, the county will release 145 new housing slots, fill any remaining housing slot capacity, and support new placements in slots that have been freed up through attrition and graduation. Through these multiple and coordinate efforts, we expect to place 1,000 households into housing over the course of the Program Year Four. These households will be served across multiple programs to meet each household where they are at, the program details are defined below.
Permanent Supportive Housing (PSH)	500 households	In Program Year Four, we anticipate that 500 households will be newly based into our PSH programs using RLRA and either HCMS, or onsite PSH program services. These placements will leverage both private market units using **tenant-based vouchers and HCMS, and purpose-built PSH buildings** with project-based vouchers.
Rapid Re-Housing (RRH)/Short-term Rent Assistance	300 households (45 new slots)	**Enhanced Rapid Rehousing** (ERRH) increases access to housing options for households that require medium-term rent assistance support and case management services until the household can achieve financial independence. Participants are enrolled up to 24 months with financial assistance and support services decreasing over time as households build stability.
Other Permanent Housing (if applicable)	200 households	**Move-In Ready** assistance is a one-time resource to support households move into new housing without ongoing case management services. This new program helps "divert" households away from long waitlists for housing programs, if they are able to sustain housing placement with one-time financial assistance.

Number of homelessness preventions (people and households):	1,400 households	In an effort to prevent inflow into homelessness, the county will invest in successful eviction prevention programs to provide financial assistance to households to prevent homelessness.
Housing retention rate(s) (%)		
Permanent Supportive Housing (PSH)	85%	This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.
Rapid Re-Housing/Short-term Rent Assistance	85%	This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.
Other Permanent Housing (if applicable)	N/A	The County's other permanent housing programs are too new to track this metric; the county will re-evaluate a retention rate for other permeant housing in Program Year Five.

Additional services area. Add other **quantitative** housing, service or program goals here (non-quantitative program goals are in Category 4 below). *This information was taken from your LIP goals and services you are contracting with service providers for. Please include any additional services provided that are missing below.*

Topic/Category	**Annual Goal**	**Additional information (e.g. Definition, important context or details for the goal)**
Housing graduations	100 households	As households stabilize, they may no longer require Housing Case Management Services (HCMS) but still need ongoing RLRA support to remain stably housed. We seek to graduate 100 households from HCMS with ongoing RLRA-only rent assistance.
Transitions to Shallow Subsidy	150 households	The new **Shallow Subsidy** program provides a flat rate rental assistance that will support households graduating from Rapid Rehousing who still need a small amount of rent assistance to maintain housing stability.
Workforce development and employment readiness	30 new careers	Through a partnership with Worksystems, the county will support 30 new careers for those who are or were engaged with housing programs.

Category 1: Framing and context narrative (required)

In under three years, Washington County has built out a homeless services system of care from scratch. Program Year Three continued modest expansion and focused on improving our system of care, focusing on the needs of our providers. Program Year Four will continue with even more modest expansions and needed system improvements, with increased focus in the ways individuals and families move through our homeless services system of care.

CATEGORY 2: RACIAL EQUITY – STRATEGIES TO MEET REGIONAL GOALS AND LOCAL/LIP STRATEGIES TO ADDRESS RACIAL DISPARITIES

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Increase cultural responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners	As part of our LIP, education is a key element of our strategies to advance racial equity. We committed to trainings to build out culturally responsive services across the system of providers.	The county will measure participation in trainings and track the percentages of providers that engage and the types of staff that attend training (senior leadership, program management, case worker, etc).	Washington County has developed and is implementing culturally responsive training. This curriculum includes 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. Training is a goal of the Tri-County Planning Body. When discussing the need for training, equity-based training was identified as support needed by county colleagues; this effort may become regionalized.
Increase access for non-English speakers seeking services	Providing culturally responsive services is central to our LIP, and addressing language access needs is a needed next step to advance this work.	We will support training and peer learning through one-on-one meetings with providers and convene at least one peer learning space.	We will support that in a few key ways, as identified by the Homeless Solutions Advisory Council: • Support providers in translating key program materials for participants; • Training and support for providers to access interpretation services; and • Support peer learning, allowing providers to share best and promising practices and technology solutions.
Develop a regional equity lens tool	Washington County committed to leading with racial equity in SHS implementation. We have identified the need for regional coordination to ensure a consistent and regular system of reviewing SHS programs for effectiveness and quality of care.	The three counties will create a document to support this work. In Washington County, we will also create processes that integrate that tool into program evaluation and decision making.	As part of our regional coordination work, the tri-counties have identified a need for common language and strategies to advance racial equity. We will collaboratively develop a tool that can be adapted to local needs while providing baseline standards for all three counties.
Support culturally specific providers with capacity building	As part of our LIP, we committed to coordinating investments in capacity building for culturally specific organizations and will continue to expand these investments.	In the coming year, the Homeless Services Division is continuing to support and has a goal to ensure 100% of contracted culturally-specific partners are accessing available technical assistance and capacity building resources.	Washington County provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-on-one support, and consultants hired to provide specific technical assistance. Currently, as of Quarter 2 of Program Year Three, 71% of our culturally-specific providers have accessed capacity building resources. We would like to increase that to 100% of providers.

Address disparities for Asian Americans seeking services.	The County is taking additional time in developing this strategy in alignment with our LIP commitment to research justice, "Communities of color are experts in their own lives, possessing experiential, historical, and cultural knowledge...and should be partners in research design, data collection, data ownership, and data analysis as experts in their experiences"[1].	Regular review of equity analysis data to monitor for an increase in Asian households serves across homeless services programs.	The County is working in partnership with community-based organizations to identify strategies to address the disparities persistent in program data and will add more to the work plan prior to Program Year Four.

Category 2: Framing and context narrative (required)

Each strategy above demonstrates Washington County's committed to leading with racial equity in SHS implementation. The role of government in creating perverse racial disparities; through redlining, the Federal Housing Administration loan discrimination and the sub-prime mortgage scandal, communities of color have been systematically excluded from opportunities to own property and create generational wealth. This legacy continues to shape the current landscape of housing and homelessness throughout the nation, including in Washington County. Furthermore, systemic racism is pervasive across all social structures including housing, justice, education, healthcare, and social services, impacting Black, Indigenous, and people of color at work, home, school, and everywhere in our community. The intersections of these unjust systems often create a direct path to homelessness where new barriers prevent these same communities from being able to end their homelessness.

Consistent analysis demonstrates 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.

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[1] Coalition of Communities of Color. 2018. "Leading with Race: Research Justice in Washington County". Portland, Oregon: Coalition of Communities of Color. https://www.coalitioncommunitiescolor.org/research-andpublications/leadingwithrace

CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Fund transitional supportive housing and/or recovery housing	The County's LIP details our commitment to improve behavioral health services in housing and homelessness programs, and recovery programs were specifically defined as a part of Washington County's SHS system of care coordinated and strategic investments. This includes connecting people to the mental health care, addiction treatment, or recovery services suited to their needs, and responsive to their desire for service. These investments will create alternative methods of service delivery focused on serving people experiencing housing instability and homelessness, and bringing services into the community, shelters, and housing programs to support health, wellbeing, and housing stability over time.	This goal is a continuation of our amended workplan for Year Three, dated 4/1/2024. Staff are developing a Notice of Funding Availability (NOFA) for the capital development of transitional supportive housing and recovery housing, expected to be awarded early in Program Year Four. Exact unit and bed targets are under development as of March 2024.	Partners and community leaders are increasingly reporting the need for more housing placements that offer higher levels of care to better serve people with complex and severe needs as they transition to stability. Some examples of these challenges include: • People are staying longer in our shelter programs because participants can 'get stuck' waiting for available housing programs. • The state hospital and other recovery or institutional settings report that patients are staying longer, highlighting the need for transitional housing options. Newly housed tenants can quickly become homeless again due to repeated lease violations, clearly impacting the health of the tenant and partnerships with landlords when tenants are not ready for independent housing.
Increase regional coordination related to coordinated entry, training, technical assistance, and workforce support	In our LIP, Washington County committed to full partnership with Clackamas and Multnomah Counties to build a strategic regional response and coordinated service system to better serve people experiencing homelessness throughout the region.	These goals are to be defined in collaboration with the Tri-Counties, Metro, and the Tri-County Planning Body (TCPB), including metrics and methods to measure progress on the remaining TCPB goals.	The first TCPB goal to advance, landlord retention and recruitment, is in the early stages of implementation and is necessitating a forthcoming update to the Program Year Three Workplan.
Enhance a comprehensive one governance approach	Our LIP references a Standard of Care among all service providers that is 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; this is the charge of our governance work. The new technical subcommittee will support the development of procurement processes with racial equity at the core, provide review and guidance on how coordinated entry and HMIS can be approved, and support a community designed system of care. Additional recruitment will ensure appropriate representation on our governance body to ensure diverse perspectives that will inform the continued development and improvement of our system of care.	This will be measured in two ways: 1. The successful launch of three technical subcommittees (Equitable Procurement Technical, Homeless Management Information System (HMIS), and Coordinated Entry). 2. Additional recruitment of unrepresented voices on the Homeless Solutions Advisory Council, considering demographic representation as well as industry representation.	The Homeless Solutions Advisory Council launched January 2024 with an inaugural cohort of 10 members. As of March 2024, one technical subcommittee has launched (Performance Evaluation). As of March 2024, the county is finalizing a stipend practice for a soon-to-be-stood up Lived Experience Advisory Committee. We've taken time to ensure compensation and a trauma informed approach, and plan to have this body stood up before the end of Program Year Three.

Elevate the needs of community in budget planning and program development	We committed to continuing to engage community stakeholders, focusing on communities of color, to inform investment priorities, program design, systems coordination, and evaluation of all SHS programs.	We will host at least one summer listening session with the community to embed their voices in budget planning and plans for the Program Year Five work plan. In addition, building on the community survey conducted fall of this year, the county will include ways for community to provide feedback outside of a one-time meeting – including expanding public comment opportunity at the Housing Supportive Services Network meeting.	This work will be in partnership with providers and with the Homeless Solutions Advisory Council and the Housing Authority of Washington County's Housing Advisory Council. Staff are exploring Spanish language and English language sessions to appropriately reach our region's Latine community, and will offer sessions that are outside of working hours to increase community participation. Washington County recently hired three shared staff among the Department of Housing Services and the Office of Equity, Inclusion and Community Engagement to support advisory body and community engagement work.
Expand access to county program for youth experiencing or at risk of homelessness	The youth population is identified as a priority population as a group that is disproportionately represented in our homeless population and most at risk of chronic homelessness.	To expand youth access into our coordinated entry system, known as Community Connect, we will set up McKinney Vento liaisons in schools to provide Phase One assessments.	Youth and family homelessness is of major concern for Washington County school districts. According to data from the Oregon Department of Education from the 2022-23 school year, the Beaverton School District has the most students counted as homeless per McKinney Vento's definition. In addition, over 3,600 students were counted as doubled-up, living in hotels/motels/shelter, unsheltered, and/or unaccompanied in Washington County school districts (not deduplicated by ODE).
Expand permanent shelter system capacity	The county funded permanent shelter sites across the region, in alignment with our commitment to geographic distribution of services. The shelter sites will co-locate other services to increase access across the county.	Open 1 permanent, year-round shelter.	Thanks to capital investments from SHS, the construction of multiple permanent, purpose-built shelters is underway. Washington County will have at least one up and running by the end of Program Year Four.
Increase healthcare system alignment	As part of our goal to leverage other systems of care, we aimed to build partnerships and programs with the healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.	We will develop partnership with Coordinated Care Organizations to support the implementation of the Medicaid 1115 Waiver and leverage the capacity of the homeless services system to implement new waiver housing benefit services.	Washington County is meeting with and learning from housing systems and providers across the state about leveraging Medicaid dollars and health systems to increase access and serve more people. We're also seeking capacity building investments through Coordinated Care Organizations and technical assistance from experts with Medicaid Waiver implementation expertise to support infrastructure needed to launch this emerging body of work.

Category 3: Framing and context narrative (required)

While our system of care has been built out, the county has identified additional needs in alignment with our LIP to expand access to substance abuse and behavioral health resources. This is through infrastructure investments; without adequate transitional supportive housing and recovery housing, people are not able to move through our shelter system in a way that meets their individual needs. We also see the need for increased alignment through new opportunities in our healthcare system with the new Medicaid 1115 Waiver. Additional system assignment will occur regionally through the TCPB.

In addition to system work, the county's capacity has increased. Washington County's Department of Housing Services has scaled up staffing to meet the needs of the SHS program. As of March 2024, only 4 positions remained open and not under active recruitment. This growth was necessary to advance our system infrastructure and ensure proper oversight of public funds. In addition, the Division of Homeless Services has restructured to address organizational needs resulting from growth.

CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Capacity building for culturally specific providers	*Detailed in category 2 above.*	*Detailed in category 2 above.*	*Detailed in category 2 above.*
Increase culturally responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners	*Detailed in category 2 above.*	*Detailed in category 2 above.*	*Detailed in category 2 above.*
Help providers tell their stories to increase public awareness and understanding	While the LIP spoke to elevating the stories of those with lived experiences in program planning, additional needs have arisen to support the public opinion of SHS programming. This has two key benefits: getting ahead of NIMBYism concerns and informing voters of the impact of the taxpayer investments.	The county will provide support for providers in collecting client testimonials and telling their stories through hosting trainings and sharing best practices. In addition, the county will amplify these stories through our communications channels.	The SHS Oversight Committee has astutely pointed out the need to tell the story of SHS and lead with successes for those served. The county has collected client stories as a regular part of our work, and we aim to build that capacity among our network of 20+ community-based providers.
Expand Locally Coordinated Command Centers' (LC3s) ability to utilize **by-name-lists** to more effectively and urgently connect unsheltered community members to services	The county has built out a coordinated entry structure to improve service and outcomes, while also improving our Community Connect system to better serve Black, Indigenous and people of color who seek shelter, services, and housing throughout the region. The next step in this work is to strengthen by-name-list and track how individuals move through our homeless services system of care.	Each LC3 will continue to use by-name-lists and expand collaboration with housing providers through case conferencing and collaborative outreach.	LC3s were established from the efforts of Executive Order 2023-03. As part of a holistic system of care, Washington County embedded this work into our homeless services system of care.
Support provider outcomes and increase collective accountability in achieving program outcomes and community impact	Washington County made a commitment to support capacity building for our system of care. These capacity building supports help organizations manage public funding, build data and program monitoring systems, train and support staff, and more. The LIP also details the importance of evaluation and accountability. This includes frequent and consistent program evaluation to continually refine program implementation strategies and ensure that Washington County is achieving demonstrated outcomes in ending homelessness and advancing racial equity.	We will conduct financial monitoring of community-based organizations and provide technical assistance to support improved operational infrastructure for partners. The county also plans to conduct an impact analysis of technical assistance and capacity building investments and identify successes and existing gaps. Washington County will implement a comprehensive monitoring framework across key homeless services program areas to assess program compliance and evaluate service delivery efforts of community-based partners.	The financial monitoring and technical assistance will support providers in making the highest and best use of limited taxpayer funds. Training and technical assistance are two goals of the Tri-County Planning Body (TCPB), and regional coordination may impact the strategies and investments implemented in Program Year Four.

Category 4: Framing and context narrative (required)

Washington County's network of 20+ providers have urgently scaled up operations thanks to SHS investments and in response to the needs for those they serve. Our general approach in this category is to provide incentives to help providers reach their potential. By using carrots instead of sticks, we're building trust and relying on the expertise of community-based organizations with on the ground experience. 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.

CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Maintaining a homeless services system of care – shelter	We aimed to create a shelter system that provides 250 beds of year-round, full-service emergency and non-congregate shelters that serve all parts of Washington County. These shelter sites are located throughout the county and participants are connected with housing services to support transitions to more permanent housing options.	Operations for 415 shelter units at more than 15 sites are sustained to provide emergency shelter every night of the year.	We have exceeded our LIP shelter goal, due in part to additional state investments through Governor Kotek's executive orders and American Rescue Plan Act investments in physical infrastructure. Washington County has a network of providers supporting over 415 shelter units. This upcoming year, we will sustain these shelter units. However, as costs increase for permanent housing investments, temporary shelter sites may need to wind down.
Maintaining a homeless services system of care – street outreach	Outreach workers, housing navigators, resident service coordinators, and front desk staff are the backbone of our system. These workers build relationships, bust barriers with outside-the-box ideas, and show true empathy for others. They are the staff that make our system of care possible and successful. These investments were commitments from our LIP and are now fully built up.	Operations of our outreach system are sustained for 10 organizations, 20 Outreach workers to serve 280 individuals at any point in time.	Washington County's street outreach program is running at the capacity that can be sustained with SHS revenue. We will sustain this support for community members experiencing unsheltered homelessness.
Maintaining a homeless services system of care – navigation		22 Funded Liaison positions.	The county will continue to embed housing liaisons in housing, healthcare, Veteran and other systems to increase access to housing programs.

Category 5: Framing and context narrative (required)

As is evident by these goals, Washington County's access programs have been scaled to meet the needs identified in our LIP, though additional investments will be needed to scale up our homeless services system of care to meet the current needs presented in our community. If SHS funds are diverted to other purposes, it's likely that these efforts would need to scale down.

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.

Memo

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Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: April 22, 2024
To: Supportive Housing Services Oversight Committee
From: Rachael Lembo, Finance Manager
Subject: FY 2024-25 Proposed Budget

Budget Overview

The annual budget puts the Supportive Housing Services values and goals into action through a financial work plan. In FY 2024-25 the Housing Department will focus on effectively implementing initiatives, fielding new bodies of work, responding to emerging needs and providing ongoing oversight and accountability of public resources.

Tax Forecast

Tax Collection and Disbursement Summary	
	FY 2024-25 Budget
Tax Collections	**$374,500,000**
Tax Collection Costs	(11,093,734)
Net Tax Collections	**363,406,266**
Metro Admin Allowance (5%)	18,170,266
Disbursed to County Partners (95%)	**345,236,000**
Clackamas County	73,650,000
Multnomah County	156,507,000
Washington County	115,079,000

Tax Collection Costs

The proposed tax collection budget of $11.1 million includes the following costs:

- City of Portland Revenue Bureau personnel. This includes all aspects of tax administration, including providing customer service to tax filers, collecting estimated tax payments, auditing returns, assessing and collecting the tax, penalties and interest, making refunds, and hearing appeals.
- Software costs, including annual software maintenance and support costs specific to the SHS taxes and an allocation of shared costs for the integrated tax system.
- Other materials & services for tax collection support
- Contingency for unforeseen needs

Tax Collection Costs	
	FY 2024-25 Budget
Tax Collection Costs	**$11,093,734**
Personnel	5,176,829
Software	3,705,609
Other M&S	1,320,886
Contingency	890,410

Metro spending

Metro is allowed up to 5% of net tax collections for administration and oversight, which is forecasted to be $18.2 million in FY 2024-25. The proposed budget includes the following administrative and oversight costs:

- Metro personnel, 38.9 FTE, an increase of 4.3 FTE from the current FY 2023-24 budget. This increase is primarily due to a change in organizational budget structure, which shifts existing housing communications and engagement staff from a centralized communications department into Housing. One new FTE, a housing multi-media communications specialist, is included in the proposed budget.
- Materials and services, including communications; technical assistance and policy consultant support; data and research support; conferences/events; and meeting facilitation.
- Indirect costs from the Metro cost allocation plan, including shared services such as finance, HR, legal, IT, COO Office/Council.

Metro Administration	
	FY 2024-25 Budget
Prior Year Carryover	32,409,178
Admin Allowance (5%)	18,170,266
Interest Earnings	880,000
Total Resources	**$51,459,444**
Direct Personnel	6,525,778
Materials & Services	4,002,425
Indirect Costs (Allocation Plan)	4,456,449
Total Requirements	**$14,984,652**
Contingency	3,185,614
Stabilization Reserve	2,725,540
Carryover to next period	30,563,639

County spending

The counties are still developing their FY 2024-25 SHS program budgets. The proposed budget includes estimated county spending based on the five-year forecast from December 2023. County budgets will be provided to the Oversight Committee for review in the fall after adoption by their respective boards.

Next steps

This budget overview is provided to the SHS Oversight Committee to support their financial oversight responsibilities. The SHS Oversight Committee is not required to take action on the FY 2024-25 proposed budget but will use this and regular financial reporting to inform their recommendations to Metro Council in the next SHS annual report.

Metro Council is currently scheduled to vote to approve the budget on May 2, 2024 and adopt the budget on June 13, 2024.

Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: April 15, 2024
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.

Like in February, March 2024 collections were notably lower than the prior year. Again, we would not expect to collect significant revenue in March in a typical year; those who file early are more likely to do so if they are due a refund. We will know more when we see the collection numbers for April.

Our tax administrator continues to troubleshoot reporting issues related to a major software upgrade. We do not anticipate that the figures presented below will change, but we will be sure to provide any updates if needed.
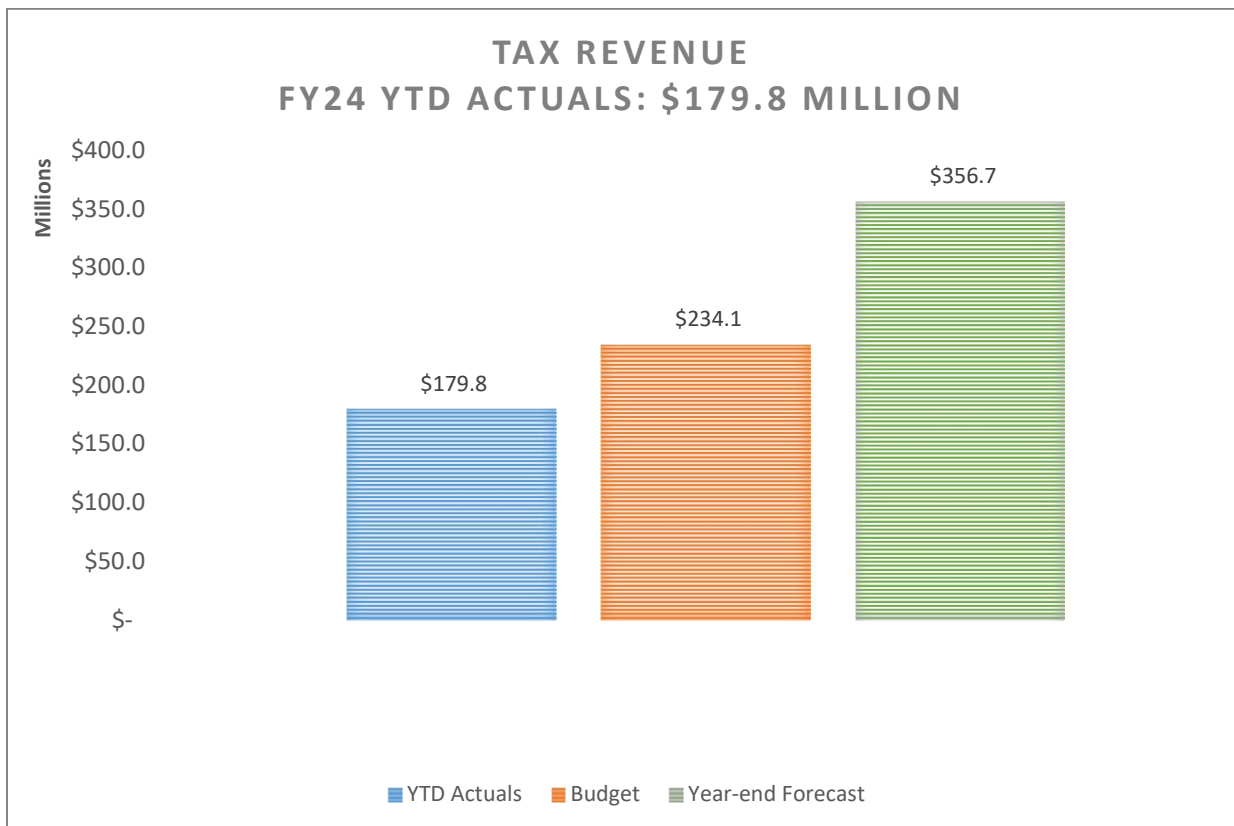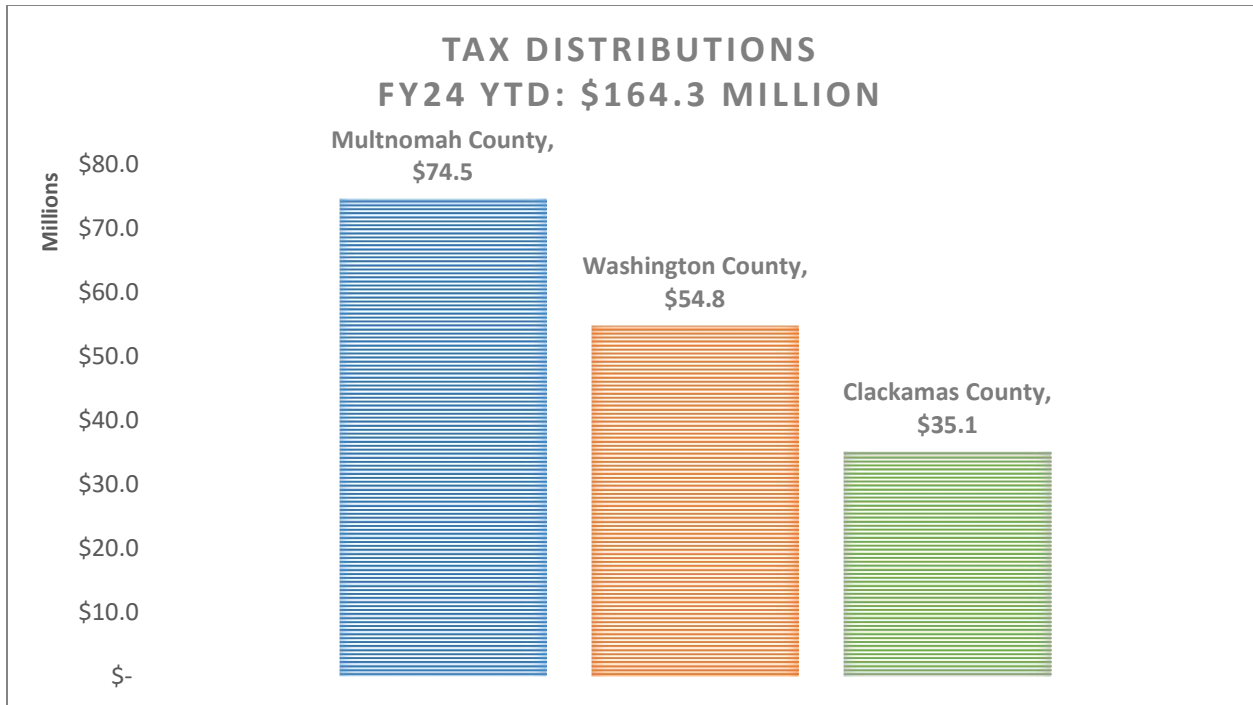
Tax Collections
Monthly tax payments made to the tax administrator are shown below.

MONTHLY TAX COLLECTIONS BY CALENDAR YEAR
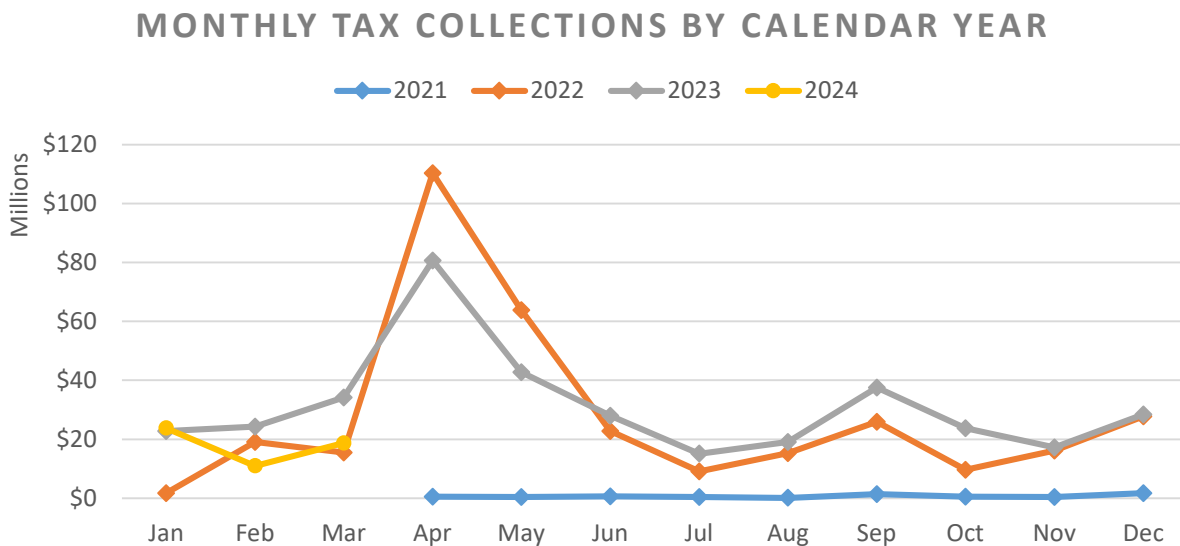
Tax Revenue and Disbursement Summary
FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator through March 2024.

TAX DISTRIBUTIONS
FY24 YTD: $164.3 MILLION

Millions

Multnomah County, $74.5

Washington County, $54.8

Clackamas County, $35.1

$80.0
$70.0
$60.0
$50.0
$40.0
$30.0
$20.0
$10.0
$-

TAX REVENUE
FY24 YTD ACTUALS: $179.8 MILLION

Millions

$356.7

$234.1

$179.8

$400.0
$350.0
$300.0
$250.0
$200.0
$150.0
$100.0
$50.0
$-

■ YTD Actuals   ■ Budget   ■ Year-end Forecast

The following materials were received during the meeting.

Landlord Recruitment Implementation Plan

Drafted by Metro and the Counties

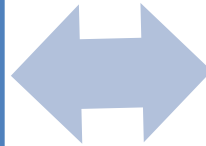# Tri County Planning Body

Ballot Measure 26-210 (May 2020)

"This body will develop and implement a tri-county initiative that will be responsible for identifying regional goals, strategies, and outcome metrics related to addressing homelessness in the region.

The counties must present to the **regional services oversight committee** for its approval a proposal to implement the tri-county planning requirement."

How is the TCPB different from the oversight committee?

Oversight Committee

- Public oversight – Implementation alignment with LIP's
- Review LIP's for required elements and make recommendations
- Recommends LIP approval to Council
- Receive annual report from counties, make recommendations and present to governing bodies
- Financial oversight

Tri-County Planning Body

- Develop a regional plan that supports achieving program alignment, coordination and outcomes at a regional level.
- Provides guidance and recommendations for strategies that achieve regional coordination, goals and outcomes
- Provide guidance and monitoring of plan implementation
- Approve and monitor investments from the regional investment fund

Tri County Planning Body

Tri County Planning Body Charter

Develop a Regional Plan for approval by the Regional Oversight Committee **that incorporates regional strategies**, metrics, and goals as identified in Metro SHS Workplan and the counties' Local Implementation Plans.

Tri County Planning Body - Process
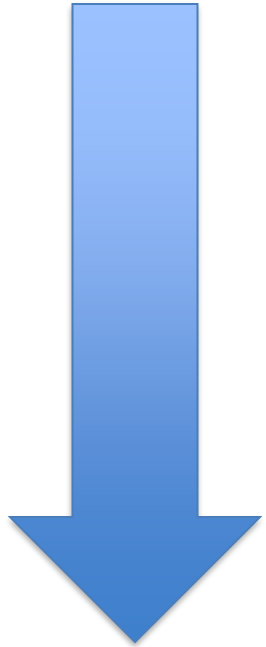
1. TCPB considers regional system-wide challenges

2. Goals are approved by TCPB members

3. Research, analysis and findings and direction from TCPB

4. Counties present proposals based on TCPB direction

5. TCPB considers the counties' proposal for approval

6. **SHSOC considers proposal for approval**

TCPB Regional Goals

- Coordinated Entry is more accessible, equitable and efficient for staff and clients

- **Increased availability of readily accessible and appropriate housing units for service providers**

- Alignment among the housing, homelessness and healthcare systems

- Ongoing and coordinated training for frontline workers

- Ongoing and coordinated technical assistance for non-profit service providers

- Employee recruitment and retention

Regionwide Landlord Recruitment

Challenge: Accessing and securing available private-market housing units continues to be a significant obstacle to housing placement

Goal: Increase the availability of readily accessible and appropriate housing units for service providers

Racial Equity Considerations

- Leading with racial equity and racial justice is a guiding principle to the implementation of the Supportive Housing Services Measure, both in the development and execution of the work

- Consideration of increase in housing choice, affirmatively furthering fair housing, impact on historically oppressed communities, and reduce disparities among historically marginalized groups

- Convening an equity staff work group

1 Communication and Education Plan

- Metro, with input from Counties, will hire a consultant to plan and lead a regional campaign to recruit and educate landlords.

  - Intentional focus on reaching Black, Brown and Indigenous landlords and landlords from non-dominant cultures and communities.

- Metro will create a webpage with voucher types and incentives to help educate landlords.

- **Anticipated Cost**: $50,000 – 150,000

- **Anticipated Metrics/timeline**: Webpage live by **Fall 2024.** The campaign will reach **200** unique landlords, and begin by **June 2025**.

2 Align financial incentives

- County and Metro staff will research and recommend whether to change existing landlord financial incentives (e.g. RMP), and/or to expand them to more program types.

- Supported by the communications contractor, Counties will develop materials about landlord financial incentives to train case managers on existing options.

- **Anticipated Cost**: $100,000

- **Anticipated Metrics/timeline**: Estimate the cost to expand incentives and create materials on existing incentives by **Winter 2024**

3 Tracking and access to unit inventory

- Multnomah County will pilot a unit acquisition and tracking program with Housing Connector for **FY24-25**

- Counties will study the pilot to consider expanding it regionally.

- **Anticipated Cost**: $810,000

- **Anticipated Metrics/timeline**: Pilot contract will begin **FY25**. Recruit **30** property partners, house **72** households, list **230** property units, **70%** of units will be below Fair Market Rent (FMR)

4 Prioritize quality problem-solving services

- Clackamas will pilot a 24/7 landlord hotline to take strain off case managers and add a support layer for landlords.
  - Hotline staff will navigate landlords to existing supports and services (e.g. RMP, case manager, incentives, landlord-tenant law, fair housing law).

- **Anticipated Cost**: $500,000

- **Anticipated timeline**: hotline online by **Winter 2025**.

5 Investigate needs for property management

- Metro, with input from Counties, will hire a consultant to study mission-driven property management, and provide strategies to expand it.

- Metro will convene workgroup with Counties to consider implementing the strategies.

- **Anticipated Cost**: $50,000 – 100,000

- **Anticipated Metrics/timeline**: By **Spring 2025**, identify one or more strategies to implement.

Landlord Recruitment and Retention Implementation Plan
$7,810,000 - $8,060,000

Strategy	Budget
#1: Communication and education plan	$50-150K
#2: Align financial incentives	$100K
#3: Tracking and access to unit inventory	$810K
#4: Prioritize quality problem-solving services	$500K
#5: Investigate needs for property management	$50-100k
Existing work	
Risk Mitigation Program	$6,000,000
Support staffing for County landlord liaison	$300-400K
Total	**$7,810,000 - $8,060,000**

Housing Department
FY 2024-25 Proposed Budget

April 22, 2024

Presentation Agenda

FY 2023-24 Department Overview

FY 2024-25 Budget Overview

Budget Modifications

A regional approach to housing and homelessness

FY 2023-24 SHS Work Plan

- Build internal capacity
  - Policy development
    - Integration of AHB & SHS → Regional Housing Policy — 5 FTE
    - TCPB directed activities → Regional Alignment Policy — 6 FTE
  - Oversight functions
    - Program Infrastructure → SHS Oversight — 7 FTE
    - Accountability to the public
  - Regional programming
    - Job fairs and conferences → Regional Capacity — 6 FTE
    - Technical assistance to service providers

5
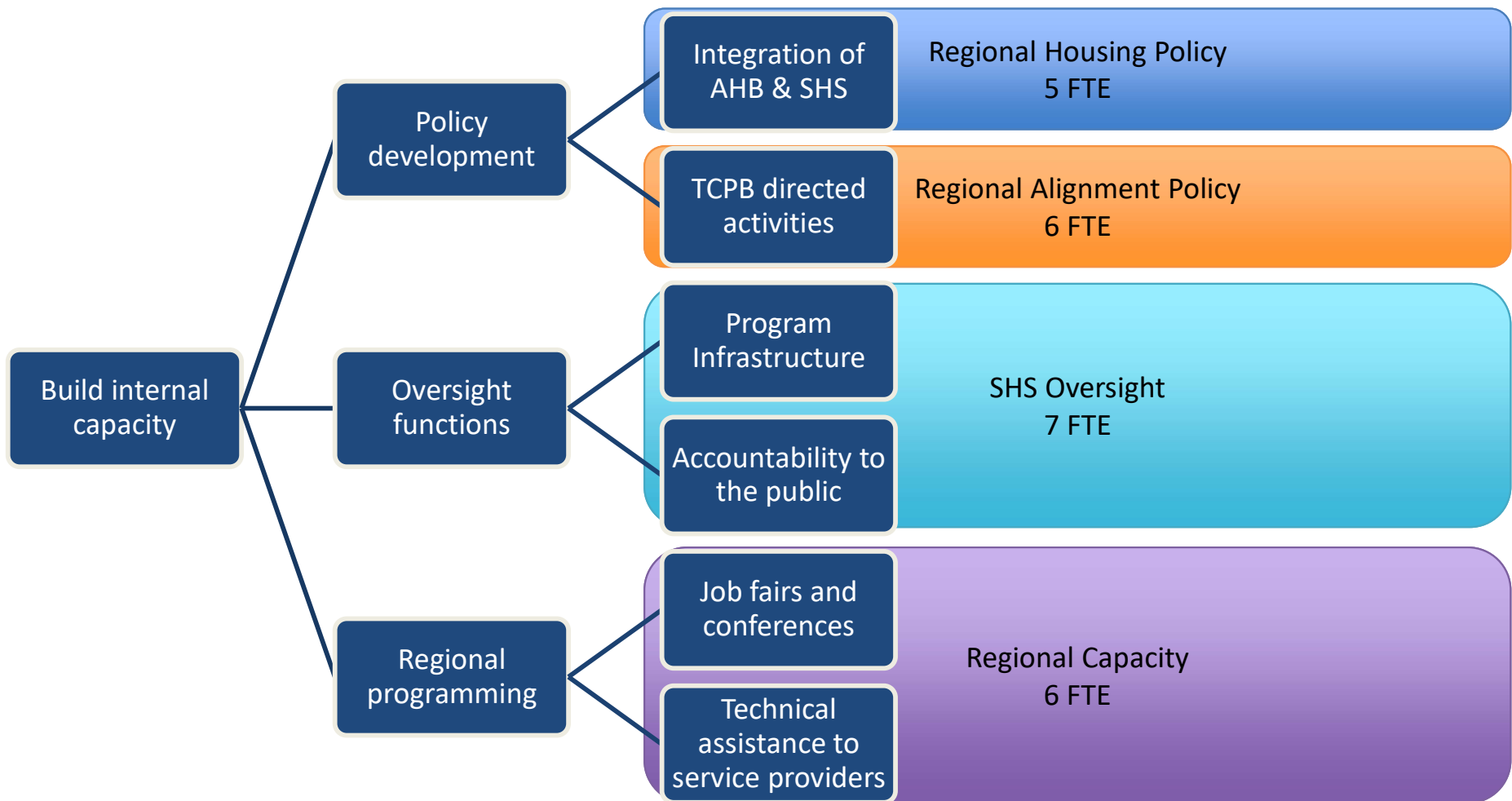
FY 2024-25 Budget Overview - SHS

SHS Resources: $805 million
$430 million beg balance
$375 million tax revenue

Metro admin, $15.0 M

Tax collections, $11.1 M

Contingency/ Other reserve, $251.3 M

Partner implementation, $445.2 M

RIF reserve, $30.5 M

Tax stabilization reserve, $54.5 M
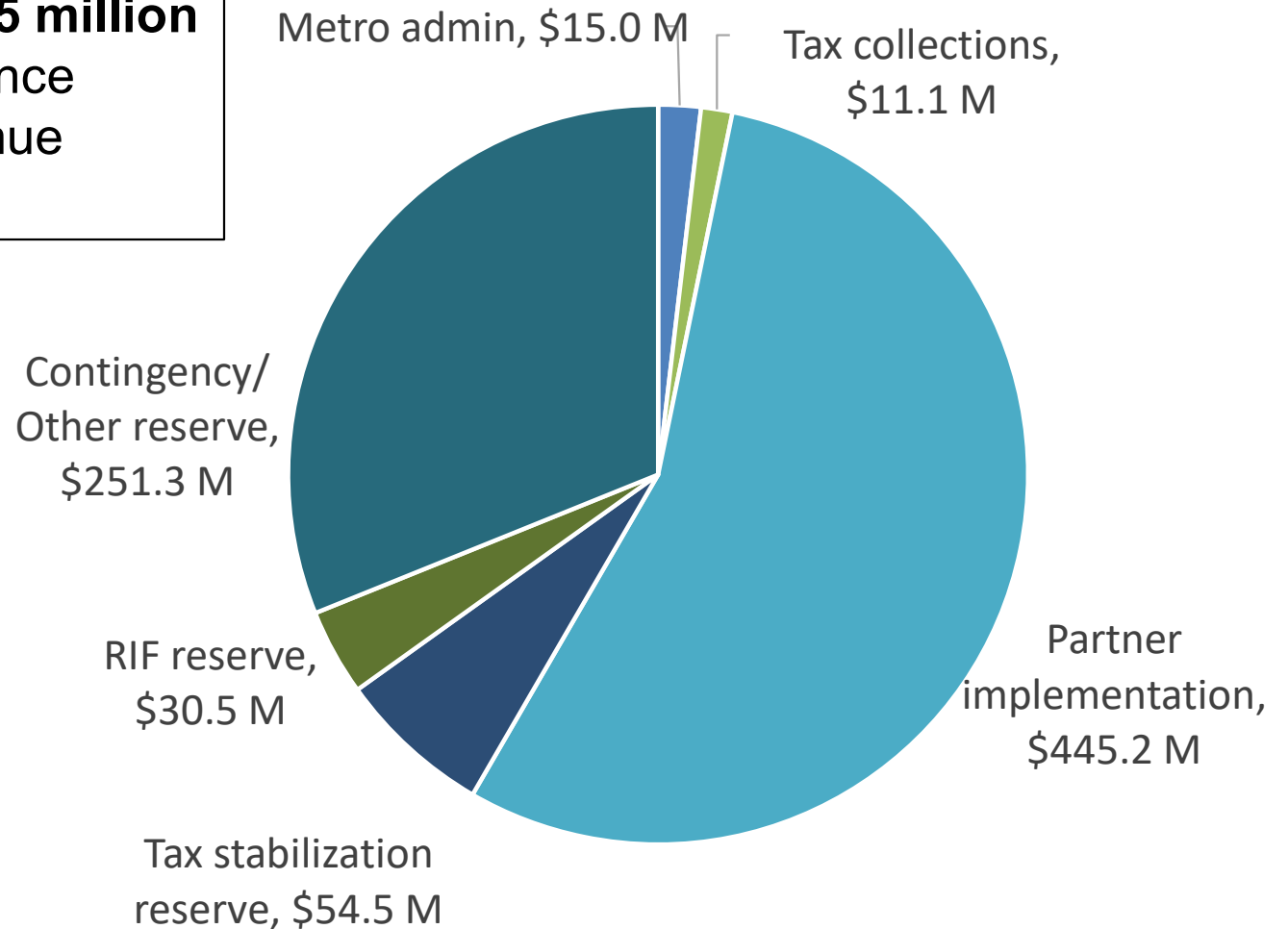
FY 2024-25 Budget Overview - SHS

FY24-25 SHS EXPENSE BUDGET - METRO

Legend:
- Personnel
- Materials & Services
- Partners
- Indirect

Category	Amount
HOUSING POLICY	$1.3 M
REGIONAL ALIGNMENT	$2.2 M
REGIONAL CAPACITY	$2.0 M
OVERSIGHT	$2.1 M
LEADERSHIP, OPS, COMMS, EQUITY	$3.3 M
INDIRECT ON TAX COLLECTIONS AND PARTNER COSTS	$4.1 M

X-axis: $- $1 $2 $3 $4 MILLIONS
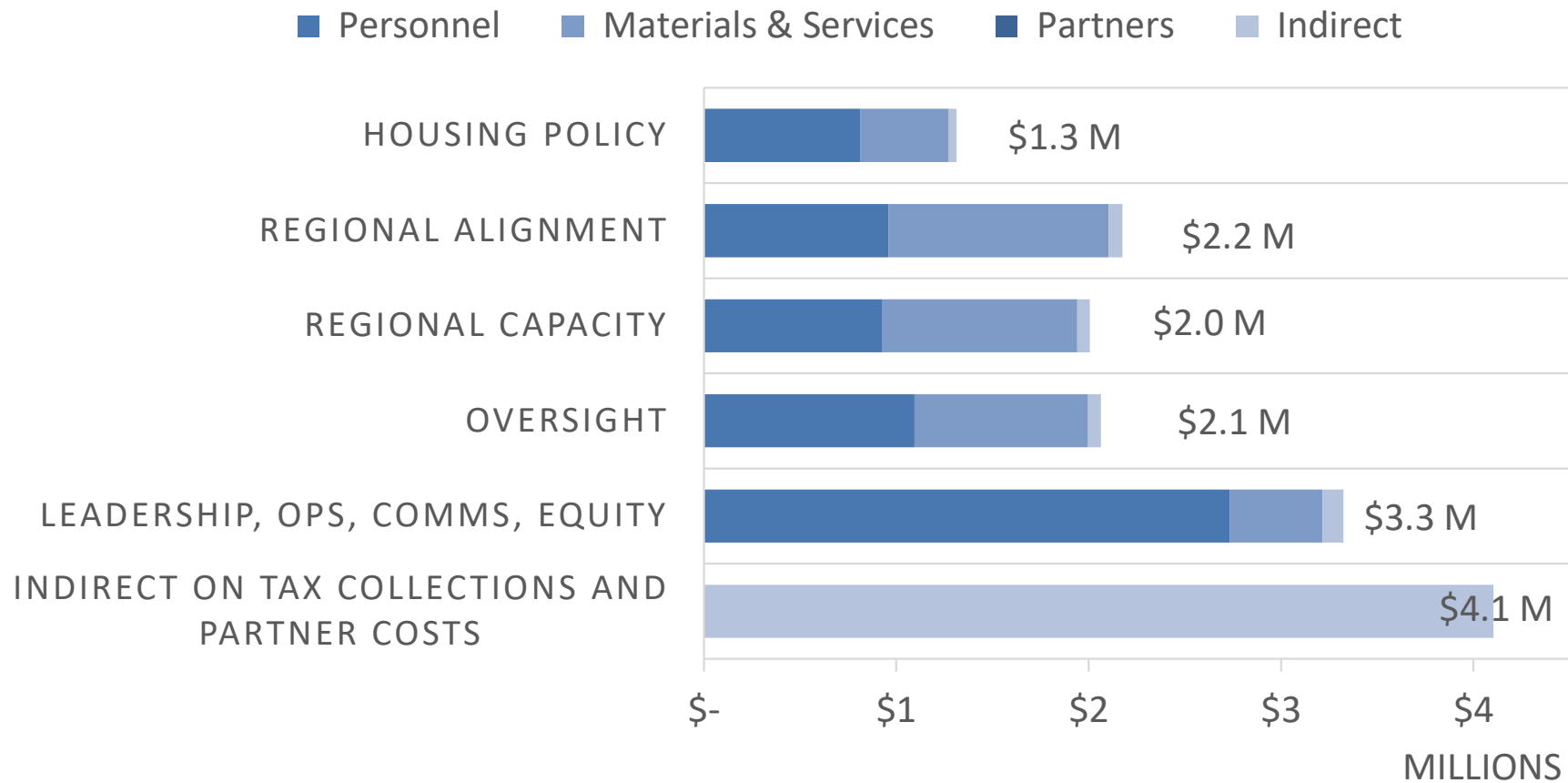
Budget Modifications

- 1 FTE in Housing Communications

- Extend five Limited Duration positions by one year, through FY26

oregonmetro.gov