

# Agenda



**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting  
Date: May 20, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting ([Zoom link](#))  
Purpose: Metro tax collection and disbursement and FY25 budget update; discussion on county work plans for fiscal year 2024-25; and discussion on the regional housing funding process.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Metro finance update: Tax collection and disbursement & FY25 budget  
10:10 a.m. Presentation and discussion: FY25 county work plans  
11:00 a.m. Break  
11:05 a.m. Discussion: Regional housing funding process update  
11:55 a.m. Next steps  
12:00 p.m. Adjourn



## 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.

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### 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 Montebancho (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*

## Supportive Housing Services Oversight Committee Meeting Summary

*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.

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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.



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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.

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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.

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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

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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.

Patricia 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

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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.



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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.



## 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.

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### 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.





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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.



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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.

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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 Jeremiah'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 Montebianco 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.

## Supportive Housing Services Oversight Committee Meeting Summary

*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 12<sup>th</sup> 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.



## Supportive Housing Services Oversight Committee Meeting Summary

*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:



## Supportive Housing Services Oversight Committee Meeting Summary

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

### **Adjourn**

Adjourned at 12:00 pm.



## 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.

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### 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



## Supportive Housing Services Oversight Committee Meeting Summary

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 Montebianco 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.

## Supportive Housing Services Oversight Committee Meeting Summary

*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 1000<sup>th</sup> 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

## Supportive Housing Services Oversight Committee Meeting Summary

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.

## Supportive Housing Services Oversight Committee Meeting Summary

*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

## Supportive Housing Services Oversight Committee Meeting Summary

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.



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting  
Date: April 22, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
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.

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### Member attendees

Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Cara Hash (she/her), Carter MacNichol (he/him), Felicita Montebianco (she/her), Peter Rosenblatt (he/him), Mike Savara (he/him), Co-Chair Dr. Mandrill Taylor (he/him) Dan Fowler (he/him), Jenny Lee (she/her)

### Absent members

Jim Bane (he/him), Jeremiah Rigsby (he/him), Margarita Solis Ruiz (she/her), Becky Wilkinson (she/her)

### Elected delegates

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

### Absent elected delegates

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

### Metro

Yesenia Delgado (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Chris Pence (he/him), Yvette Perez-Chavez (she/her), Patricia Rojas (she/her), Andy Shaw (he/him)

### 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.

Andy Shaw, Metro, introduced himself and shared that the Stakeholder Advisory Table that Metro is convening had its fourth meeting. He reflected Metro is hearing the desire that the region continue to prioritize identified populations and explore expandable uses of SHS funds, including affordable housing creation. He noted that the Table is looking at multiple scenarios, and recognized that there are tradeoffs in every decision.



## Supportive Housing Services Oversight Committee Meeting Summary

Peter Rosenblatt noted that this work is perceived as only one option to move SHS dollars from services into housing and that providers aren't aware Metro is looking at multiple scenarios.

*Andy Shaw, Metro, recognized this tension and reaffirmed they are considering tradeoffs.*

Carter MacNichol asked what the Committee's role is in this work, if they will get to weigh in on the recommendation to Metro's Chief Operating Officer (COO) at the Committee's May meeting, and if the timing of the work aligns with the November ballot.

*Patricia Rojas, Metro, confirmed that the COO will engage with the Committee, likely in May. She committed to following up with the exact day and time.*

*Andy Shaw, Metro, replied they are working at a pace so that there could be the option of putting something on the November ballot.*

Dan Fowler voiced caution around misinformation and ways to speak about the work to not feed into misinformation.

Co-chair Mandrill Taylor noted that the Committee's core responsibility is to ensure funds meet their intended purpose based on the SHS measure.

### Conflict of Interest Declaration

Dan Fowler declared he is Chair of the Homeless Solutions Coalition of Clackamas County which receives SHS funding.

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

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

### Public Comment

No public comment was received.

### Update: Multnomah County Corrective Action Plan (CAP)

Yesenia Delgado, Metro, shared that the CAP amendment was submitted and is awaiting approval from Metro's COO. She noted there would be some tweaks to monthly CAP reports.

Peter Rosenblatt shared his concern about items eight through ten. He noted that ten describes what the amendment would be, and asked what the proposed amendments are for eight and nine.

*Yesenia Delgado, Metro, replied that item eight is due to invoicing delays from providers and Multnomah County anticipates spending those funds by the end of the year.*

*Daniel Field, Multnomah County, replied that item nine is a clean start as they experienced delays with their current provider and wouldn't be able to hit the spending goal. He noted that the amendment would reallocate the funds so they can meet their spending goals and the purpose of the item would stay the same.*

Carter MacNichol asked what their plan is for shelter capital projects.

*Daniel Field, Multnomah County, replied they are purchasing a former hotel and additional capital for pod villages later this year with Central City Concern.*

## Supportive Housing Services Oversight Committee Meeting Summary

### Presentation and Discussion: Tri-County Planning Body (TCPB) Regional Landlord Recruitment and Retention Implementation Plan

#### Presentation and Discussion

Yesenia Delgado, Metro, provided an overview of the workflow between the TCPB and the Committee. She noted that there would be a vote at the end of this presentation, but it is okay if the Committee needs more time and information before they vote.

Liam Frost, Metro, presented an overview of the TCPB process to develop their plan. He shared that Metro consulted with Focus Strategies to develop recommendations on landlord recruitment.

TCPB Co-chair Eboni Brown introduced herself and presented an overview of landlord recruitment challenges and goals in the region, highlighting that the result of this work would allow counties to easily access landlords and units available for housing, rather than putting the burden on participants.

Breanna Flores, Multnomah County; Nicole Stingh, Washington County; Vahid Brown, Clackamas County; and Chris Pence, Metro introduced themselves and detailed the five strategies and the budget that make up the goal. The strategies are 1) communication and education plan, 2) align financial incentives, 3) tracking and access to unit inventory, 4) prioritize quality problem-solving services, and 5) investigate needs for property management. These strategies and existing work already underway are estimated to cost \$8,060,000.

Peter Rosenblatt shared that he was disappointed strategies three and four were county-specific and hoped that pilot projects would be smaller cross-county coordination. He asked how units could be prioritized for housing vouchers with fair housing laws.

*Chris Pence, Metro, replied that he contacted the Fair Housing Council of Oregon and it said it is a gray area, but it is okay to have off-market units only available for the program.*

*Liam Frost, Metro, replied that the TCPB's work is regional, but those two strategies are cases to explore whether there is an opportunity for broader adoption.*

*TCPB Co-chair Eboni Brown replied that it's not that landlords are discriminating against the vouchers, but it's the lack of rental history and possible convictions that impact participants.*

Felicita Monteblanco stated that the presentation was helpful but the packet was confusing. She asked if the Committee would receive quarterly updates on how this work is going, and if there is a point when regional money would stop going to counties.

*Liam Frost, Metro, replied that the counties will report quarterly to the TCPB and staff are determining the most efficient ways to give the Committee updates. He stated that the Regional Investment Fund (RIF) is an accelerant and a one-time-only fund to see if something will work.*

Co-chair Dr. Mandrill Taylor stated that having statistics on stigmatization and unit vacancy rates in the Plan would be helpful. He asked what the relationship between Housing Connector and the third strategy is.

*Breanna Flores, Multnomah County, responded that Multnomah County has an existing contract with Housing Connector that would be extended to support implementation.*

*TCPB Co-chair Eboni Brown added that Housing Connector has information on vacancy rates and other data.*



## Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Susan Emmons reflected that case managers need to be hands-on and apply to housing with participants. She shared a story about a building where the property management company declined every application for Permanent Supportive Housing, which went through the appeals process. She reflected that the language in the proposal seemed dated and asked if other uses were considered.

*Chris Pence, Metro, replied that part of goal one will have counties hosting trainings for providers to support case managers.*

Dan Fowler stated that the intended audience seems to be landlords and asked if there could be a public education source for users and tenants and how much of this work would trickle down to potential tenants to access.

*TCPB Co-chair Eboni Brown replied that providers have used sources with participants to preemptively navigate barriers before meeting with property management.*

*Vahid Brown, Clackamas County, replied that this goal area has been focused on recruiting landlords, and what Dan is asking falls elsewhere. He shared that Technical Assistance and Training is another goal area.*

Carter MacNichol asked if the \$8 million proposed is for the next fiscal year, how much is in the fund, how big is the landlord gap, and if it can be filled.

*Liam Frost, Metro, replied that there is \$40 million in the fund.*

*Vahid Brown, Clackamas County, noted that \$6 million of the \$8 million is already existing as part of the Risk Mitigation Fund. He shared that unit availability varies between counties and that the issues are more salient than net availability, namely application barriers.*

Carter MacNichol stated that information should be included in the proposal.

*Breanna Flores, Multnomah County, added that contracting with Housing Connector serves as a platform to identify vacancy rates and identify any disparities within a county.*

Carter MacNichol appreciated the acknowledgment of the property management problem and stated that property managers also need recruitment and education.

Liam Forst, Metro, stated that Focus Strategies met with MultiFamily Northwest as part of scoping the recommendations and that there are small efforts for mission-driven nonprofits. He reiterated that RIF funding is not intended to be spent directly on services but for system improvements.

Co-chair Susan Emmons clarified that in her earlier story, all application denials were overturned. She stated she is glad that there is the training and technical assistance goal, and reiterated that the landlord proposal would be strengthened by including property management companies and fair housing.

Dan Fowler stated that it seems like there is a need for accurate information on units and barriers that tenants need to overcome. He suggested that when a company receives Metro funding there is a requirement that they must participate in the system.

*Vahid Brown, Clackamas County, responded that there are public funding requirements, but they aren't uniform across funding sources.*

## Supportive Housing Services Oversight Committee Meeting Summary

Vahid Brown, Clackamas County, stated that including property management companies is an important insight and that he considers property managers as included under the language of 'landlord' as used in the proposal.

Ben Duncan, Kearns & West Facilitator, stated that the proposal could go back to the TCPB for potential improvements.

Mike Savara reflected that the goal seems to be more than just the number of units acquired, but also addressing barriers. He noted it would be helpful in the future to get more information or time to review materials. He liked that the centralized approach doesn't take away from an organization to develop a relationship with landlords directly.

Mitch Chilcott asked if it would be possible for Metro or another entity to own units and be the property manager.

Cara Hash and Jenny Lee had no additional comments.

### **Decision-making to approve the Regional Landlord Recruitment and Retention Implementation Plan**

Co-chair Susan Emmons stated that she cannot support the plan in its current format and that the goal is unclear.

Dan Fowler asked if there is a time constraint on the Committee's approval and if there is a way to have the TCPB look at their questions and make minor adjustments to language.

*Ben Duncan, Kearns & West Facilitator replied that if the Committee feels comfortable moving forward, they can approve or they can send it back to the TCPB.*

*Daniel Field, Multnomah County, stated that Multnomah County has been listening to the discussion and pledged to work in the direction discussed. He added that there is a sense of urgency to move forward because if it is sent back to the TCPB, the process for it to come back will be slow.*

Carter MacNichol asked if the Committee could approve if an introductory purpose and objectives language is added. He shared that he is comfortable with the details and strategies.

*Ben Duncan, Kearns & West Facilitator replied that the Committee has the authority to approve with a caveat, but they can't edit the plan directly as it's the TCPB's work and because Eboni Brown had to leave there was no longer TCPB representation.*

*Patrica Rojas, Metro, reflected that this is the beginning of the conversation and not the end, and they can approve with a caveat.*

Peter Rosenblatt motioned to approve the TCPB Landlord Recruitment and Retention Implementation Plan (Plan) as is without amendment.

Mike Savara amended the motion to approve the Plan with the caveat that the TCPB will develop specific goals and outcome metrics.

Dan Fowler amended the motion to approve the Plan with Mike's amendment and that the co-chairs of the TCPB and Committee work together to develop a purpose statement.

Liam Frost, Metro, asked if the metrics needed to be refined as each strategy had associated metrics.

## Supportive Housing Services Oversight Committee Meeting Summary

*Mike Savara replied that the strategies are good and clarified that the task is to define what outcome and metrics the TCPB is trying to achieve in aggregate. He reflected that the strategies name different things, and the bow needs to be tied together into one overarching outcome and metrics.*

Liam Frost, Metro, recalled there was consideration on how to make systems more efficient to address obstacles and place folks immediately in housing.

Co-chair Dr. Mandrill Taylor stated he supports the amendments and reflected that it is about addressing how these outcome measures translate to overall output.

Ben Duncan, Kearns & West Facilitator asked for the Committee to vote to approve the Plan with the caveats that the TCPB will develop specific goals and outcome metrics and work with the SHS Oversight Committee Co-chairs to develop a purpose statement.

Thumbs up: 8 | Thumbs sideways: 2

### **Presentation and discussion: FY25 county work plans**

Due to time constraints, this topic was moved to the May meeting.

### **Presentation: FY25 Metro proposed budget**

Yesenia Delgado, Metro, presented an overview of the regional approach to housing and homelessness, an overview of Metro's housing department areas and staff, and highlighted the SHS work plan.

Rachael Lembo, Metro presented an overview of the SHS Budget for FY 2024-2025.

Felicita Montebalanco asked if the five staff that work on the Affordable Housing Bond are only funded by the Bond.

*Rachael Lembo, Metro, replied that the Bond pays for those staff in full and pays for a portion of time for leadership akin to the percentage of time they spend on that work.*

Co-chair Susan Emmons asked if the Committee could receive the annual report template on Population A and B next month.

*Yesenia Delgado, Metro, replied that the template is close to finished and could be presented for the May meeting.*

Peter Rosenblatt noted that unstable funding sometimes gets presented in a negative light and can affect how jurisdictions plan and spend funds. He suggested using another word instead of volatile or providing talking points so that everyone can share the same message.

*Rachael Lembo, Metro, responded that income tax is volatile and there was a ramp-up period for the program. She shared that carry-over funds are an opportunity to invest in one-time things.*

Carter MacNichol noted that there are \$300 million of contingency funds and stated that it would be helpful to see these budget numbers compared to last year's budget and the actuals.

### **Next Steps**

Ben Duncan, Kearns & West Facilitator, adjourned the meeting and shared the next steps.

The next steps are:



## Supportive Housing Services Oversight Committee Meeting Summary

- Metro COO to engage with the Committee regarding future funding considerations, such as expanding SHS uses.
  - Metro staff to confirm the date and time.
- TCPB to update the Regional Landlord Recruitment and Retention Implementation Plan to include specific goals and outcome metrics and work with the SHS Oversight Committee Co-chairs to develop a purpose statement.
- Metro staff to share the Population A and B Reporting Template.

### Adjourn

Adjourned at 12:00 pm.

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## សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

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

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## 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
<b>Local implementation plans and Regional Plan</b>	
Evaluate and recommend Local Implementation Plans	<b>SHS Work Plan, section 3.4:</b> 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	<b>Tri-county planning body charter:</b> Develop a Regional Plan for <i>approval by the Regional Oversight Committee</i> 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	<b>SHS work plan, section 5.3:</b> 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	<b>Intergovernmental Agreement, section 5.2.4:</b> 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	<b>Intergovernmental Agreement, section 5.2.3:</b> 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.



Requirement	Source text
<b>Annual reporting and work plans</b>	
Review county annual work plans	<b>Intergovernmental Agreement, section 5.3:</b> 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	<b>SHS work plan, section 3.4:</b> 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	<b>SHS work plan, section 3.4:</b> 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.
<b>Fiscal oversight</b>	
Monitor financial aspects of program administration, including review of program expenditures, including...	<b>SHS work plan, section 3.4:</b> 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	<b>Intergovernmental Agreement, section 5.4.1:</b> 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	<b>Intergovernmental Agreement, section 7.2.1.1:</b> 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)	<b>SHS work plan, section 5.3:</b> 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	



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Requirement	Source text
administrative costs should be reduced or increased (service providers)	
Evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners	
<b>Other</b>	
Provide input on corrective action plans before Metro requires them of counties	<b>Intergovernmental Agreements, section 6.3.5:</b> 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.

**From:** Stephanie Rose <[Sashi023@outlook.com](mailto:Sashi023@outlook.com)>  
**Sent:** Tuesday, April 30, 2024 8:02 PM  
**To:** Metro Supportive Housing Services <[HousingServices@oregonmetro.gov](mailto:HousingServices@oregonmetro.gov)>  
**Subject:** [External sender]List of notes from Feb. 26 public testimony

**CAUTION:** This email originated from an **External source**. Do not open links or attachments unless you know the content is safe.

Hello, my parter and I provided a virtual testimony at the 2/26 meeting. Since we only had 3 minutes, we had put together a list of the concerns, and meant to share with the committee. Apparently, this was sitting in my outbox and was never sent. Hadn't noticed it until this evening, I apologize for that. See the attached document & please note, this list is not exhaustive. Now that more are housed or indoors, a whole new set of challenges and discrepancies are starting to come to light, unfortunately...

\*We suggest eliminating any "standard", all across the board. We need to acknowledge and accept the fact that the world isn't a 'one size fits all', and diversify our systems and programs.

\*Try to think outside of the box, if you will. Use collected data and feedback from those who are using services, and make effective changes to for effective improvements.

\*\*Embrace the trial and error piece. The data it produces is what's needed for the blueprint of a finely designed, efficient, and most importantly, *effective* program.

\*The SHS program is still in its continuously evolving phase, and the structure should be as well. Learn from past mistakes, make the changes, adjust accordingly & continuously.

Thank you for taking the time to review this email and concern list. If any questions, please feel free to reach out at anytime.

Thank you for all that you do, take care.

Stephanie Rose

# Memo

Date: May 13, 2024  
 To: Supportive Housing Services Oversight Committee  
 From: Rachael Lembo, Finance Manager  
 Subject: FY24 Monthly Tax Collection and Disbursement Update

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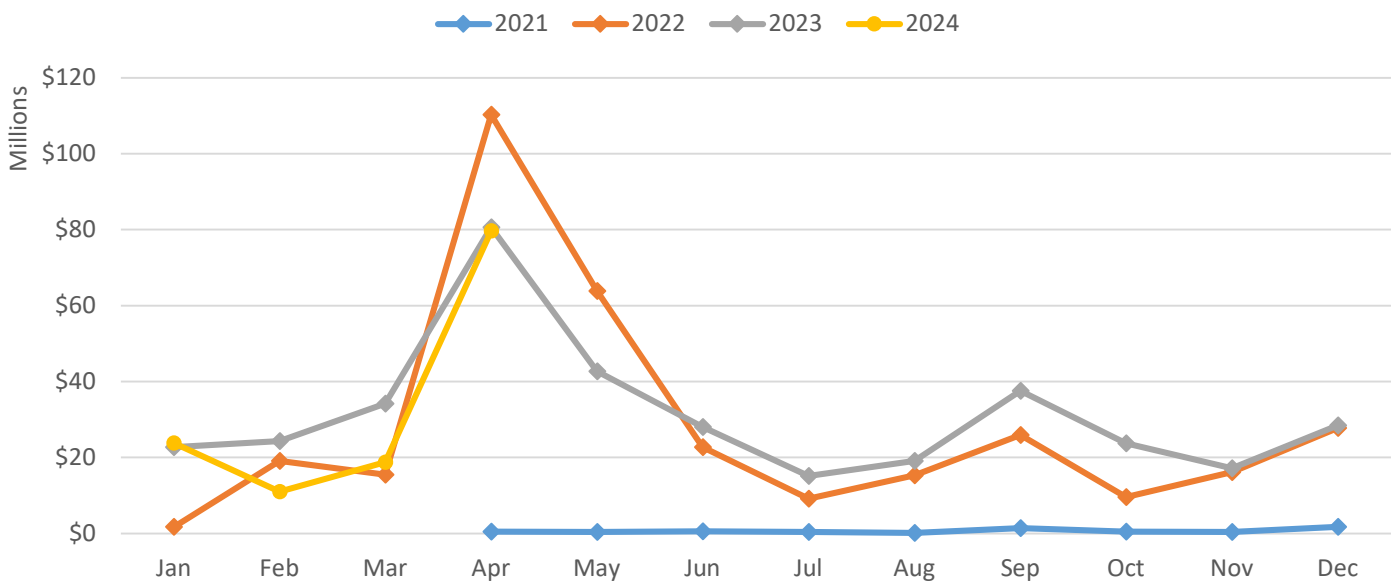
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

April 15<sup>th</sup> was the deadline for Tax Year 2023 payments for the Personal Income Tax as well as for most businesses. Additionally, Tax Year 2024 quarterly estimated payments were also due. Collections for April 2024 were nearly identical to collections in April 2023, and total year-to-date revenue has officially surpassed the original FY 2023-24 budget. Processing returns will continue through May. If trends follow the prior year, we would expect to see somewhat lower revenue than the November forecast.

## Tax Collections

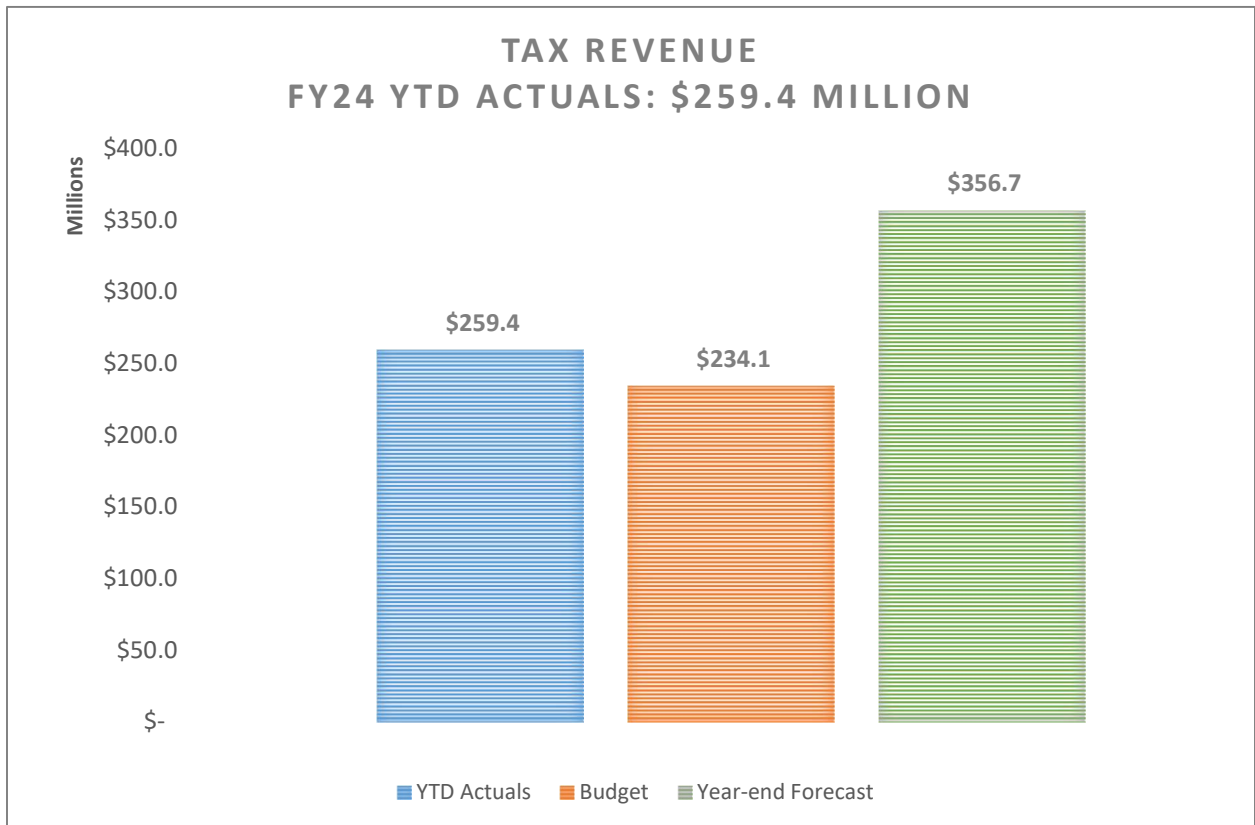
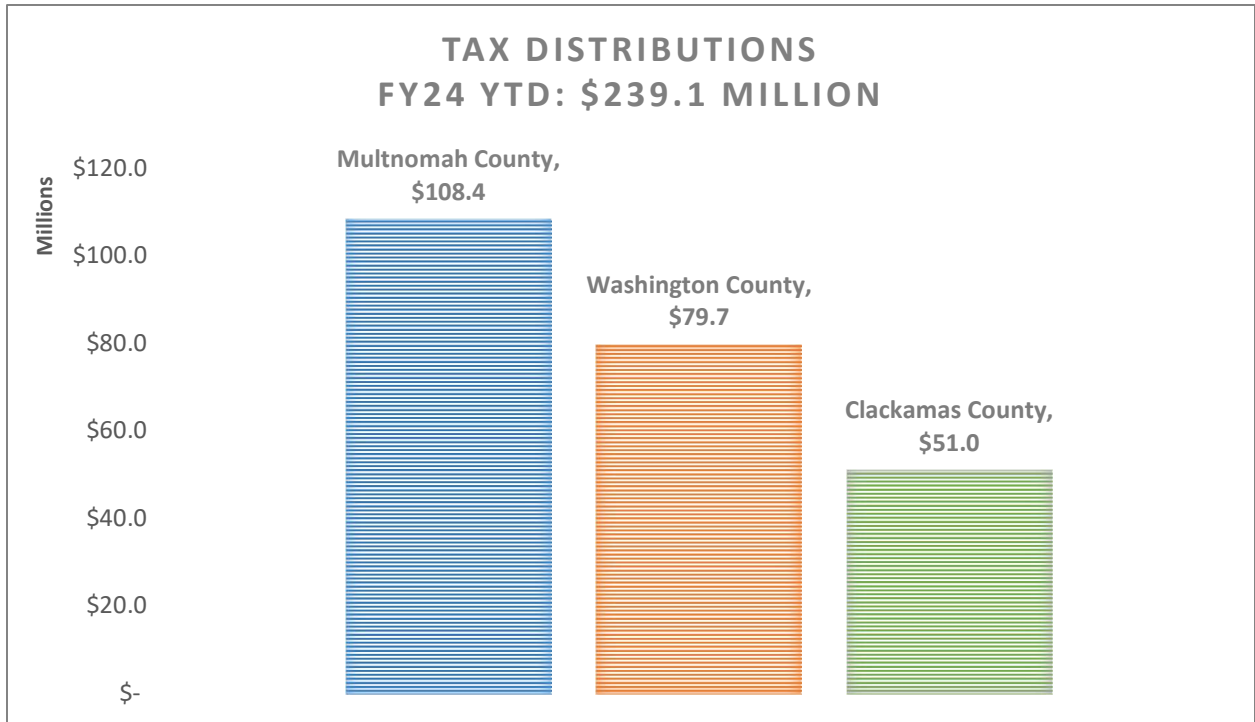
Monthly tax payments made to the tax administrator are shown below.

**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 April 2024.



# Memo

Date: May 20, 2024  
 To: Supportive Housing Services Oversight Committee  
 From: Rachael Lembo, Finance Manager  
 Subject: FY 2024-25 Proposed Budget – *updated to include FY2023-24 amounts for comparison*

## 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.

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 approved the budget on May 2, 2024 and is scheduled to adopt the budget on June 13, 2024.

## Tax Forecast

Tax Collection and Disbursement Summary				
	FY 2022-23	FY 2023-24	FY 2023-24	FY 2024-25
	Actuals	Budget	Year-end Forecast	Budget
<b>Tax Revenue</b>	<b>347,290,141</b>	<b>234,100,000</b>	<b>356,700,000</b>	<b>374,500,000</b>
Tax Collection Costs	9,356,429	10,801,686	10,801,686	11,093,734
<b>Net Tax Revenue</b>	<b>337,933,712</b>	<b>223,298,314</b>	<b>345,898,314</b>	<b>363,406,266</b>
Metro Admin Allowance (5%)	16,896,686	11,163,314	17,294,916	18,170,266
<b>County Partner Revenue</b>	<b>321,037,027</b>	<b>212,135,000</b>	<b>328,603,398</b>	<b>345,236,000</b>
Clackamas County	68,487,899	45,255,467	70,102,058	73,650,000
Multnomah County	145,536,785	96,167,867	148,966,874	156,507,000
Washington County	107,012,342	70,711,667	109,534,466	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 2022-23	FY 2023-24	FY 2023-24	FY 2024-25
	Actuals	Budget	Year-end Forecast	Budget
<b>Tax Collection Costs</b>	<b>9,356,429</b>	<b>10,801,686</b>	<b>10,801,686</b>	<b>11,093,734</b>
Implementation	781,504	-	-	-
Personnel	4,062,020	5,026,047	5,026,047	5,176,829
Software	3,497,383	3,602,815	3,602,815	3,705,609
Other M&S	1,015,522	1,382,414	1,382,414	1,320,886
Contingency	-	790,410	790,410	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 2022-23	FY 2023-24	FY 2023-24	FY 2024-25
	Actuals	Budget	Year-end Forecast	Budget
Prior Year Carryover	8,000,919	14,778,601	21,999,875	32,409,178
Admin Allowance (5%)	16,896,686	11,163,314	17,294,916	18,170,266
Interest Earnings	591,557	300,000	1,391,782	880,000
<b>Total Resources</b>	<b>25,489,161</b>	<b>26,241,915</b>	<b>40,686,573</b>	<b>51,459,444</b>
Direct Personnel	1,038,071	5,416,344	2,850,414	6,525,778
Materials & Services	624,146	3,306,251	2,056,087	4,002,425
Indirect Costs (Allocation Plan)	1,827,068	3,370,894	3,370,894	4,456,449
<b>Total Requirements</b>	<b>3,489,286</b>	<b>12,093,489</b>	<b>8,277,395</b>	<b>14,984,652</b>
Contingency	-	-	-	3,185,614
Stabilization Reserve	-	-	-	2,725,540
Carryover to next period	21,999,875	14,148,426	32,409,178	30,563,638

**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.



# 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](mailto: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.
<b>Number of housing placements (households):</b>		
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.
<b>Number of homelessness preventions (households):</b>	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.
<b>Housing retention rate(s) (%)</b>		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	

Other Permanent Housing (if applicable)	TBD	
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**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)
<p>Promote anti-racist and gender-affirming culture throughout the housing services system through training for service provider staff who engage directly with participants.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>Ensure culturally specific organizations compensate staff with a living and competitive wage, especially in comparison with non-culturally specific organizations.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>This goal advances the County’s commitment to inclusive decision making. The LIP committed to engage the Continuum of Care Steering 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.</p>	<p>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.</p>	<p>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 &amp; 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</p>

			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)
<p>Implement the 1115 demonstration waiver, also known as the Medicaid waiver, to leverage Medicaid funding to pay for housing for applicable participants.</p>	<p>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.</p>	<p>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.</p> <p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p> <p>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.</p>	<p>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.</p> <p>Population-specific housing navigators/case managers are specific to Medicaid waiver populations.</p>
<p>Build out compliance and quality improvement functions to strengthen contract oversight, accountability, and adaptability.</p>	<p>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.</p>	<p>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</p>	<p>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,</p>

		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.
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**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.

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**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)
<p>Significantly invest in new programs and capital projects that will enhance coordinated service delivery for community partners.</p>	<p>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.</p>	<p>Progress will be measured by the amount of SHS funding allocated for and spent on the following projects:</p> <ul style="list-style-type: none"> <li>• Oregon City Service Enriched Resource Center</li> <li>• Clackamas Village</li> <li>• Medical Respite Infrastructure</li> <li>• Crisis Stabilization Center</li> <li>• City-led Initiatives</li> </ul>	<p>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.</p> <p>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.</p>
<p>Implement strategic improvements to case management processes to enhance provider capacity and ensure resources are allocated more efficiently.</p>	<p>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.</p>	<p>Progress will be measured through total provider capacity for case management and housing retention rates for participants.</p>	<p>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.</p> <ul style="list-style-type: none"> <li>• Offering a blended model for navigation and retention</li> <li>• Implementing a case management graduation protocol</li> <li>• Increasing the County’s quality control monitoring of participant files, HMIS data entry, and staffing through contract check-ins</li> <li>• Launching a contract with ASSIST to train case managers on helping clients to obtain</li> </ul>

			<p>representation for the SSDI/SSI application process</p> <ul style="list-style-type: none"> <li>Expanding access to self-paced and self-guided trainings for case management professional development</li> </ul>
<p>Collaborate with housing services providers to identify best practices and develop strategies and training opportunities for data quality improvement in HMIS.</p>	<p>This objective advances the County’s commitment to (1) building community-based organization capacity and (2) enhancing community inclusion in evaluation.</p> <p>This objective also advances systemwide investment priorities in (1) system/program evaluation and (2) collecting/sharing data.</p>	<p>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.</p>	<p>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.</p> <p>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.</p>

**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

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

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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.

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SECTION 2: ANNUAL OBJECTIVES BY CATEGORY

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)
<b>Number of supportive housing units/vouchers you plan to bring into operation this year</b>	# 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.
<b>Number of housing placements (people and households):</b> Aggregate number (PSH+ROTH+OPH+RRH)	# of new people: 1,072 # of new households: 875	<i>Permanent Supportive Housing, Recovery-Oriented Transitional Housing, Other Permanent Housing, Rapid Rehousing</i>
Permanent Supportive Housing (PSH) <i>PSH &amp; ROTH</i>	# 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.
<b>The number of homelessness preventions (people and households):</b>	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.
<b>Housing retention rate(s) (%)</b>		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	80%	
Other Permanent Housing (if applicable) <i>This will include Population B RLRA vouchers.</i>	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)
<p><b>Pilot grants to increase culturally specific and culturally responsive service delivery.</b></p> <p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

**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 homelessness 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)
<p><b>\$40M in Cross Department Programming</b></p>	<p>As identified in Multnomah County's Local Implementation Plan, within the section <i>Needs for</i></p>	<p>Pending the adoption of the FY 2025 budget, we will refine outcome metrics for this goal.</p>	<p>New Cross-Department Investments in FY2025:</p>

<sup>1</sup> 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>

<p>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 <i>One County</i> approach.</p>	<p><i>Homeless System Infrastructure &amp; Capacity</i>, the plan identified the need for:</p> <p>“... 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<sup>1</sup></p> <p>The FY2025 SHS investments across County departments further the goals in the local implementation plan to improve coordination and reduce homelessness in Multnomah County.</p>		<p>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</p>
<p><b>Increase PSH Services Cap to 15K-17.5K Per Unit</b></p> <p>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.</p>	<p>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.</p>	<p>Pending the adoption of the FY 2025 budget, we will refine outcome metrics for this goal.</p>	<p>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.</p>
<p><b>250 New Shelter Beds</b></p> <p>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.</p>	<p>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.</p>	<p>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.</p>	<p>New shelter beds by system type:</p> <ul style="list-style-type: none"> <li>25 beds for immigrant youth</li> <li>45 beds for domestic violence survivors</li> <li>90 beds for families</li> <li>90 beds for adults</li> </ul>

**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)
<p><b>Use SHS Funds to Pay HUD CoC Match Requirement</b></p> <p>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.*</p> <p>*Note: Some projects have already been matched through the County General Fund.</p>	<p>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.</p> <p>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</p>	<p>95% of service providers will continue to operate a HUD CoC project</p>	<p><i>Population A Housing Outcomes</i> - 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.</p>

bringing in more funding.
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**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)
<p>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.</p>	<p>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)</p>	<p>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.</p>	<p>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.</p>

**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.





# 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](mailto: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)
<p><b>Number of supportive housing units/opportunities you plan to bring into operation this year</b> (in vouchers/units)</p>	<p>100 new slots</p>	<p>In Program Year Four, Washington County will reach our LIP supportive housing goal of 1,665 slots for supportive housing placements with our <b>Regional Long Term Rental Assistance (RLRA) and Housing Case Management Services (HCMS)</b> programs combined for tenant-based supportive housing. <b>HCMS</b> 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.</p> <p>As PSH buildings open across the county, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments.</p>
<p><b>Number of housing placements (people and households):</b></p>	<p>1,000 households</p>	<p>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.</p>
<p>Permanent Supportive Housing (PSH)</p>	<p>500 households</p>	<p>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 <b>tenant-based vouchers and HCMS, and purpose-built PSH buildings</b> with project-based vouchers.</p>
<p>Rapid Re-Housing (RRH)/Short-term Rent Assistance</p>	<p>300 households (45 new slots)</p>	<p><b>Enhanced Rapid Rehousing (ERRH)</b> 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.</p>
<p>Other Permanent Housing (if applicable)</p>	<p>200 households</p>	<p><b>Move-In Ready</b> 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.</p>



<b>Number of homelessness preventions (people and households):</b>	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.
<b>Housing retention rate(s) (%)</b>		
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 permanent 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.*

<b>Topic/Category</b>	<b>Annual Goal</b>	<b>Additional information (e.g. Definition, important context or details for the goal)</b>
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 <b>Shallow Subsidy</b> 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: <ul style="list-style-type: none"> <li>• Support providers in translating key program materials for participants;</li> <li>• Training and support for providers to access interpretation services; and</li> <li>• Support peer learning, allowing providers to share best and promising practices and technology solutions.</li> </ul>
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” <sup>1</sup> .	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.
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**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.

<sup>1</sup> 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: <ul style="list-style-type: none"> <li>• People are staying longer in our shelter programs because participants can ‘get stuck’ waiting for available housing programs.</li> <li>• The state hospital and other recovery or institutional settings report that patients are staying longer, highlighting the need for transitional housing options.</li> </ul> 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: <ol style="list-style-type: none"> <li>1. The successful launch of three technical subcommittees (Equitable Procurement Technical, Homeless Management Information System (HMIS), and Coordinated Entry).</li> <li>2. Additional recruitment of unrepresented voices on the Homeless Solutions Advisory Council, considering demographic representation as well as industry representation.</li> </ol>	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.

<p>Elevate the needs of community in budget planning and program development</p>	<p>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.</p>	<p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p>
<p>Expand access to county program for youth experiencing or at risk of homelessness</p>	<p>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.</p>	<p>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.</p>	<p>Youth and family homelessness is of major concern for Washington County school districts. According to <a href="#">data from the Oregon Department of Education</a> 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).</p>
<p>Expand permanent shelter system capacity</p>	<p>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.</p>	<p>Open 1 permanent, year-round shelter.</p>	<p>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.</p>
<p>Increase healthcare system alignment</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

**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.

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**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	<i>Detailed in category 2 above.</i>	<i>Detailed in category 2 above.</i>	<i>Detailed in category 2 above.</i>
Increase culturally responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners	<i>Detailed in category 2 above.</i>	<i>Detailed in category 2 above.</i>	<i>Detailed in category 2 above.</i>
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 <b>by-name-lists</b> 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.

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**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

Date: Tuesday, May 14, 2024  
To: Supportive Housing Services Oversight Committee  
From: Craig Beebe, Val Galstad, Elizabeth Goetzinger  
Project management team, Regional Housing Funding  
Subject: Staff report: Update on Regional Housing Funding conversations

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In advance of the May 20, 2024 Supportive Housing Services Oversight Committee meeting, this memo provides an overview, key themes and next steps for the development of a potential Chief Operating Officer recommendation to the Metro Council regarding future regional funding for affordable housing and homeless services.

This conversation has brought together the lessons and potential of two key funding measures approved by Metro region voters: the 2018 Affordable Housing Bond and the 2020 Supportive Housing Services measure. SHS and bond funding work closely together to serve deeply-impacted households – providing funding for both physical housing, and the services and rent assistance to create stability and opportunity for people in great need.

After several years of successful implementation, the Metro housing bond is nearing the expected exhaustion of its funding. There continues to be great need for creating and preserving affordable housing. However, a new bond measure – which would be a tax increase – is not viable at this time, while SHS funds cannot currently be used to create permanent affordable housing. Together, these factors create the risk of a serious gap in regional affordable housing funding that impacts a wide variety of populations as well as the success of SHS spending.

## **Metro Council direction and values**

In January 2024, Metro Chief Operating Officer Marissa Madrigal sought and received direction from the Metro Council to undertake a multipronged exploration of options to address this gap and return with a recommendation on how to move forward.

The Metro Council established several key values to guide the development of a COO recommendation:

- Meeting the urgent and continuing need for housing and services
- Demonstrating pragmatism in understanding what is likely to be viable with public opinion and fiscal constraints
- Supporting the stability of existing housing and homeless services systems
- Building on the bond and SHS measures' commitment to advancing racial equity
- Ensuring and deepening transparency and accountability

## **Channels of input**

Several key channels of input have informed the development of a COO recommendation, as illustrated in the attached graphic. These have included the following.

### *Stakeholder Advisory Table*

Appointed by COO Madrigal, the Stakeholder Advisory Table was intended to bring together a broad diversity of interests, experiences and perspectives on issues of housing and homeless services needs. The Advisory Table, which held its fifth and final meeting on May 10, included

county and city elected officials, providers and advocates, community-based organizations, and business leaders from across the region, as well as members of the SHS and affordable housing bond oversight committees and Metro's Committee on Racial Equity. While not technically meeting the requirements of a public body, meeting dates were posted online and open to public observation.

#### *Community partner-led engagement*

Metro contracted with the Coalition of Communities of Color to conduct discussion groups with impacted communities in Clackamas, Multnomah, and Washington counties in April and May 2024. This engagement has built on partnership and engagement that shaped the 2018 bond framework and implementation, as well as the 2020 SHS measure.

#### *Engagement with regional committees, implementation partners and stakeholders*

Metro staff at all levels have repeatedly engaged with and heard feedback from implementation partners and oversight committees for both the bond and SHS, Metro's Committee on Racial Equity, the Metro Policy Advisory Committee, and a variety of other stakeholders.

#### *Technical analysis*

Metro's Housing Department are working with a consultant team to scan best practices, apply lessons from past measures, conduct interviews with practitioners, and develop modeling to evaluate the potential of various investment strategies to meet current need and priorities. Metro's Finance and Regulatory Services staff are also assessing revenue volatility, forecasts and considerations for carry-forward and reserves.

#### *Public opinion research*

To date, Metro has conducted two public opinion surveys with a representative sample of regional voters. These surveys help illustrate the feasibility of a potential measure, should the COO recommend and the Metro Council refer it to voters.

### **Key themes of input**

This process was intentionally designed not to drive toward full regional consensus or a predefined outcome. Indeed, through the above channels, COO Madrigal and staff have explicitly sought to catalog and apply common ground as well as areas of divergence in various stakeholders' views on these complex topics.

To date, staff have heard several broad themes emerge throughout the channels of input. These include:

- An openness to expanding SHS funding's allowable uses to include construction and/or acquisition of affordable housing, while also maintaining commitments to fund key services.
- Prioritizing any new affordable housing funding to focus on populations experiencing chronic homelessness or the greatest risk of homelessness.
- Addressing the current 2030 sunset of the SHS taxes, to create greater funding stability for providers, partners and people in need of homeless services, rent assistance and affordable housing.
- Ensuring that funding for both services and housing continue to prioritize communities of color, who are more likely to experience homelessness and housing instability in the region.
- Improving transparency, accountability and efficiency in the allocation, spending and reporting of regional tax dollars.

**Next steps**

Conversations are continuing with a number of stakeholders and partners in the region, particularly local implementation partners, regional oversight and advisory committees, and other key stakeholders. Metro also plans to conduct a third round of public opinion research in early June.

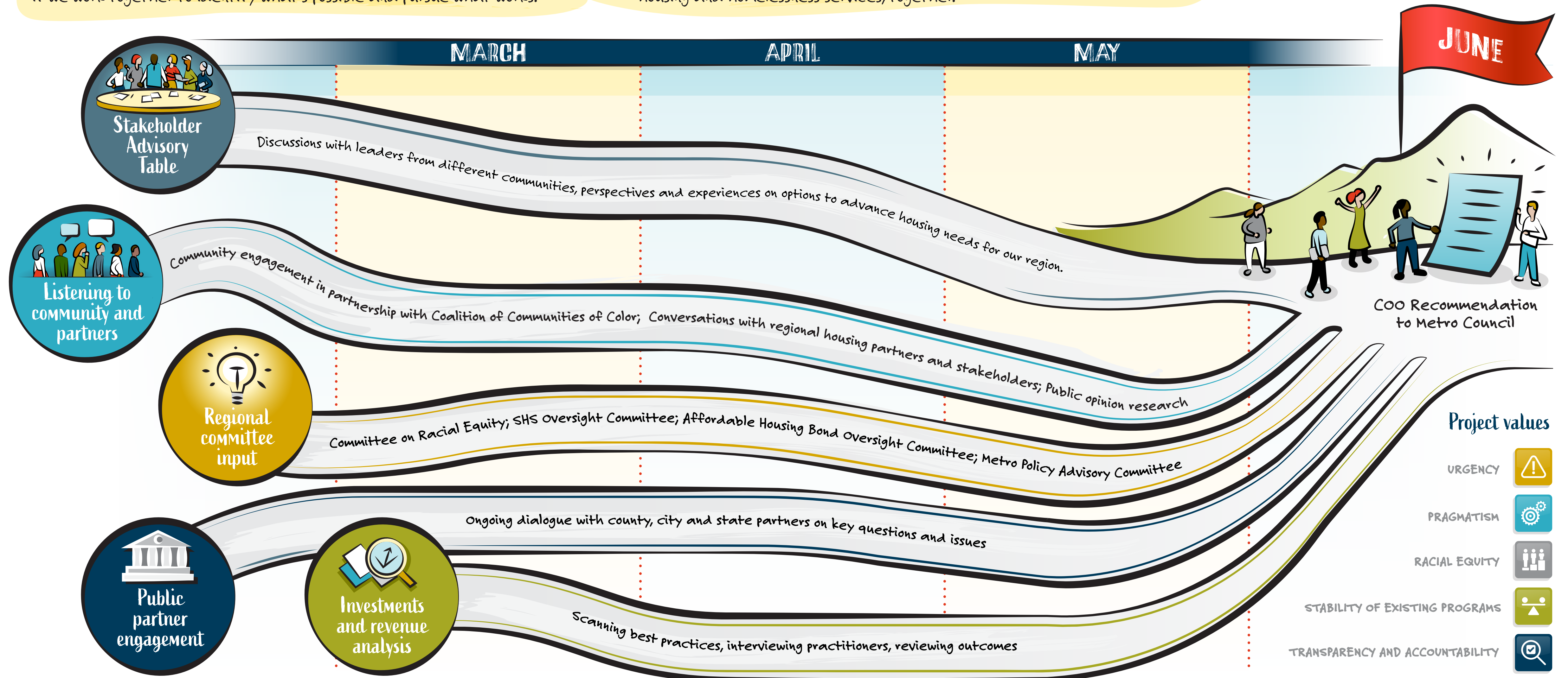
COO Madrigal intends to discuss her thinking on a recommendation with the Metro Council in June. The recommendation may include changes that would require voter approval, such as expanding allowable uses for SHS revenues, modifying the sunset or tax structures, and/or evolving implementation and oversight structures for housing and homeless services. The soonest any changes could be considered would be November 2024, should the Metro Council choose to refer them to voters.

# Path to a regional housing recommendation



The Portland region is facing a persistent housing and homelessness crisis. We have made progress, but there is more to do. We know there are solutions if we work together to identify what's possible and pursue what works.

In spring 2024, Metro convened a conversation with stakeholders, partners and communities across the region to explore how to keep making progress on housing and homelessness services, together.



**CORRECTIVE ACTION PLAN: MULT 23-01**  
**COUNTY SPENDING REQUIREMENTS AND TIMELINES – STATUS REPORT**  
**04/24/24**

**PLAN VERSION: August 27, 2023**

**FINANCIAL REPORTING THROUGH: March 31, 2024**

<b>PROGRESS TOWARDS GOALS</b>	
<b>On Track</b>	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.
<b>At Risk</b>	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.
<b>Complete</b>	Corrective Action is complete (95% spent).



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

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
	<b>Investments</b>  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	<b>Capacity Building and Organizational Health Grants to contracted service providers</b>  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.	<b>Complete</b> FY24 YTD spending: \$10,000,000 (100%)  Grant awards and payment to 61 service providers (100%) have been completed.

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
5	<b>Increase FY23 COLA by 2%</b>  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.	<b>Complete</b> FY23 spending: \$1,442,886 (96%)  40+ JOHS providers received a 2% COLA in FY23.
6	<b>Immediate Response Client and Rent Assistance</b>  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.	<b>On Track</b> FY24 YTD spending: \$4,023,505  JOHS has allocated all funds across 18 service providers.
7	<b>Housing Multnomah Now</b>  1. Dedicated Housing Program 2. JOHS Program	\$10,000,000	Q1 FY24: \$500,000 Q2 FY24: \$1,500,000 Q3 FY24: \$2,000,000 Q4 FY24: \$4,000,000	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.	<b>At Risk</b> FY24 YTD spending: \$1,804,072  HMN is active in two sites and has teams

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
			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.		engaging at two additional smaller locations. To date we have 68 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.
<b>8</b>	<b>Move-in Multnomah</b>  1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased	Minimum spend of \$4,148,204 by June 2024.	<b>At Risk</b> FY24 YTD spending: \$910,028  JOHS has 17 providers, across 19 programs and all funding is allocated with contracts executed. Working with providers

#	CORRECTIVE ACTION <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	INVESTMENT AMOUNT  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS  <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS  <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS
						to develop a plan to close the year.
9	<b>Clean Start</b>  1. Provider and Program Support 2. Central City Concern	\$1,934,005	Executed contract with CCC by Q1 FY24.	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	<b>On Track - Delayed</b> FY24 YTD spending: \$279,739  CCC contract was executed in September 2023. Working with Metro to amend this item.
10	<b>Shelter Capital Projects</b>  1. JOHS Program	\$3,600,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24: \$1,800,000 Q4 FY24: \$1,800,000	The amount held for Shelter Capital Projects is to improve existing shelters or land that the County owns that will be used for shelters.	Minimum spend of \$3,420,000 by June 2024.	<b>On Track</b> FY24 YTD spending: \$0  Currently, HMA is in the process of conducting a comprehensive assessment of our shelter system. Working

#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
						<p>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 shelter sites.</p>
11	<b>Program Reserves</b>  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.	<b>Complete</b> FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.

#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
12	<b>Contingency Reserve</b> (SHS IGA § 5.5.4)  1. Contingencies + Stabilization  1. JOHS Program IGA Reserves	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4 FY23 Report.	<b>Complete</b> FY24 budget reflects \$4,809,513 in contingency.
13	<b>Stabilization Reserve</b> (SHS IGA § 5.5.3)  1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	<b>Complete</b> FY24 budget reflects \$9,619,026 in stabilization reserve.
14	<b>System Access, Assessment &amp; Navigation</b>  1. Provider and	\$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	Minimum spend of \$559,398 by June 2024.	<b>On Track</b> FY24 YTD spending: \$354,229  This is an expansion of



#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
	Program Support 2. JOHS SHS Providers			needed to make critical homeless services equitably accessible to the diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.		the multi-agency navigation team collaborative that began in FY 22.
15	<b>Supportive Housing -- Countywide Coordination</b>  1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new	Minimum spend of \$192,536 by June 2024.	<b>Complete</b> FY24 YTD spending: \$205,192  The Health Department's Behavioral Health Division is on track with programming

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				programming in the Behavioral Health Resource Center (BHRC). By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.		and this supports the coordination of various SHS funded programs.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | May 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 to advance the Regional Landlord Recruitment goal. The TCPB voted to approve the Plan at their March meeting. The Supportive Housing Services Oversight Committee gave final approval for the Plan during their April meeting. The Oversight Committee also requested to work with the TCPB to develop additional context and metrics for the Plan. Staff from Metro and the Counties have scheduled a meeting to coordinate implementation of the Plan.
Coordinated Entry	The three counties and Metro, with support from Homebase, will present a progress update to TCPB on 5/8. That update includes the 4 emerging CES alignment opportunities: advance equity via prioritization, align assessment questions, standardize case conferencing, and share data. The three counties and Metro, with support from Homebase, intend to begin work on implementation planning with input from TCPB during the update presentation.
Healthcare system alignment	The regional leadership meeting continues monthly with Health Share, Counties, and Metro. A subgroup focused on implementation planning has met twice and will continue to meet at least monthly. Metro and County representatives have joined Health Share’s High Risk Behavioral Health Care Coordination workgroup, which meets monthly. All groups are driving 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, clarifying what data needs to be shared, with whom, when and why. Work sessions with providers, people with lived experience, and other key stakeholders will be convened in the coming months. We 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

In total, 71 consultants, businesses and community based organizations applied to the Metro, Tri-County Request for Qualifications for capacity building. A team from Metro, the counties and nonprofit service providers are working to score the RFQu and we anticipate qualified vendors will be notified within the next few weeks.

We are far into the hiring process for the three remaining members of the Regional Capacity 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

We are working with Homebase, County partners, and providers in preparation for the upcoming Progress Update on this goal. Due to the complexity of this topic and to allow sufficient time for discussion, our plan is to divide the update into two parts. At the June meeting, Homebase will present their findings including the national scan, and Counties will provide updates and context on work underway. The presentation and discussion will continue in July, including preliminary recommendations, which will be refined and finalized in the subsequent Implementation Plan.

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

## EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

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



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, April 10, 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 a progress update regarding the Technical Assistance and Training Goals and receive information on the Supportive Housing Services Fiscal Year 2023 Annual Regional Report.

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### Member attendees

Co-chair Eboni Brown (she/her), Co-chair Matt Chapman (he/him), Mercedes Elizalde (she/her), Yvette Marie Hernandez (she/her), Nicole Larson (she/her), Michael Ong Liu (he/him), Cristina Palacios (she/her), Steve Rudman (he/him)

### Absent members

Zoi Coppiano (she/her), Monta Knudson (he/him), Sahaan McKelvey (he/him), Mindy Stadlander (she/her)

### Elected delegates

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

### Absent delegates

Multnomah County Chair Jessica Vega Pederson (she/her), Clackamas County Chair Tootie Smith (she/her)

### County staff representatives

Clackamas County – Vahid Brown (he/him); Multnomah County – Breanna Flores (she/they), Christina Castaño (She/Her), Washington County – Jes Larson (she/her), Allie Alexander Sheridan (She/Her)

### Metro

Liam Frost (he/him), Valeria McWilliams (she/her), Melia Deters (she/her), Giovanni Bautista (he/him)

### Kearns & West Facilitators

Ben Duncan (he/him), Ariella Dahlin (she/her)

*Note: The meeting was recorded via Zoom; therefore, this meeting summary will remain at a high-level overview. Please review the recording and archived meeting packet for details and presentation slides.*



## Tri-County Planning Body Meeting Summary

### Welcome and Introductions

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

The TCPB approved the March Meeting Summary.

Liam Frost, Metro, noted that Michael Liu and Matt Chapman will not extend their terms to serve on the TCPB. He thanked them for their service and reflected on their contributions over the past two years.

Co-chair Matt Chapman and Michael Liu reflected on their time and the TCPB process and thanked Metro and other members for their work.

Washington County Chair Kathryn Harrington thanked Co-chair Matt Chapman and Michael Liu for their time and insights.

### Public Comment

Anna Kurniski provided public comment.

### Staff Updates

Shane Abma, Metro Attorney's Office, introduced himself and explained the Conflict-of-Interest procedure, where TCPB members must declare any conflicts. He shared that there are two types of conflict of interest, actual and potential, and if a TCPB member has a conflict, they must abstain from that decision-making process.

Valeria McWilliams, Metro, shared the process and timeline for appointing new Co-chairs and recruiting for three vacancies.

Breanna Flores, Multnomah County, announced that Multnomah County will release system development grants designated for new and emerging organizations.

Washington County Chair Kathryn Harrington asked how members of the public will be able to find the final version of the landlord recruitment goal and plan, and asked if the meeting packet could detail which TCPB goal activities are moving towards a plan and which have an approved plan.

*Valeria McWilliams, Metro, replied that the plan will be made publicly available pending the Supportive Housing Services (SHS) Oversight Committee approval, and confirmed that they can add that detail in the activities table.*

### Technical Assistance and Training Progress Updates

Liam Frost, Metro, shared that Metro is putting together a Training and Technical Assistance Team to support these goals and that this presentation will set up a future TCPB meeting where the Team will return with recommendations.

Cole Merkel and Ash Elverfeld, Metro, introduced themselves and presented updates on the Training and Technical Assistance Goals.

Cole Merkel, Metro, defined technical assistance and capacity building and shared that a Regional Technical Assistance and Training Program will provide support that providers need.

## Tri-County Planning Body Meeting Summary

Emily Nelson, Multnomah County Joint Office of Homeless Services (JOHS), Allie Alexander Sheridan, Washington County, and Vahid Brown, Clackamas County, introduced themselves and detailed what Technical Assistance and Training activities their jurisdictions administered pre- and post-SHS. All jurisdictions had an increase in activities post-SHS.

Ash Elverfeld, Metro, presented an overview of Metro's Request for Qualifications (RFQu) 4269, which qualifies a pool of providers to be eligible for future allocation processes. They noted that proposals will be evaluated by a panel of Metro, the three counties, and housing and homeless services staff.

Cole Merkel, Metro, shared that Metro is building a Regional Capacity Team which should be fully staffed by the end of June.

Jes Larson, Washington County, added that the RFQu can sound complex and technical, but it will lead to government efficiencies and leverage opportunities.

Steve Rudman shared that this is a great example of how great the SHS program is. He noted that property managers are missing from this process and suggested including the property management sector to help answer questions about what it means to be a permanent supportive housing property manager.

Mercedes Elizalde highlighted the examples Washington County used in the presentation and asked for more information on how technical assistance and capacity building are connected, and how capacity building can help service providers work better with county partners, including developing indirect cost plans.

*Cole Merkel, Metro, replied that the RFQu can help with best practices, but defers to the counties on current methods.*

*Allie Alexander Sheridan, Washington County, replied that Washington County recently qualified a bench of technical financial consultants to support service provider financial monitoring and evaluation. She shared that supporting indirect cost plans is a top priority for year four of the program.*

*Cristina Castaño, Multnomah County, replied that Multnomah County recently hired full-time employees to provide culturally specific services and support service providers in applying for system development grants.*

*Emily Nelson, JOHS, added that in addition to the system development grants, there are additional financial support opportunities, and the list of eligible expenses is similar to the RFQu list of services.*

*Ash Elverfeld, Metro, highlighted that the RFQu included categories of contracting consultation and fiscal management in direct response to feedback from service providers.*

## SHS Annual Regional Report

Yesenia Delgado, Metro, introduced herself and presented an overview of the SHS Annual Regional Report process.

Susan Emmons introduced herself as Co-chair for the SHS Oversight Committee. She presented on the role of the SHS Oversight Committee and each county's regional goals and performance. She then detailed the SHS Oversight Committee's recommendations for fiscal year 2023.


## Tri-County Planning Body Meeting Summary

Cristina Palacios emphasized the importance of comprehensive outreach and asked if there is a phone number to call if community members see someone who could benefit from connecting with an outreach worker.

*Washington County Chair Kathryn Harrington noted that it is only year three of the program, and while shelter capacity is increasing, there is still a need. She reflected that camping ordinances and amount of emergency shelter beds vary between the counties.*

*Breanna Flores, Multnomah County, shared that this is an opportunity to grow outreach, and the county is piloting a data-tracking program for outreach.*

*Emily Nelson, JOHS, replied that there isn't one central number, but there is a project response number. She noted that outreach can be used to describe many things, and this ask seems to be towards outreach to find those who aren't able to advocate for themselves.*

 *tina Palacios asked if she could have the project response number.*

### Closing and Next Steps

Washington County Chair Kathryn Harrington shared she drafted a Metro SHS Program timeline and has copies to share with those who are interested.

Ben Duncan, Kearns & West, adjourned the meeting and noted next steps include:

- TCPB to meet Wednesday, May 8th from 4:00 to 6:00 pm.
- Washington County Chair Kathryn Harrington to provide a PDF copy of the Metro SHS Program timeline.

### Adjourn

Adjourned at 6:00 p.m.

The following materials were received  
during the meeting.

**5,000**  
permanent  
supportive  
housing  
placements



# SHS Program Year 4 Draft Work Plans

Washington County  
Multnomah County  
Clackamas County

Mostly Population A

# Agenda

- Background
- Themes
- Summary of county plans
  - Washington County
  - Clackamas County
  - Multnomah County
- Discussion

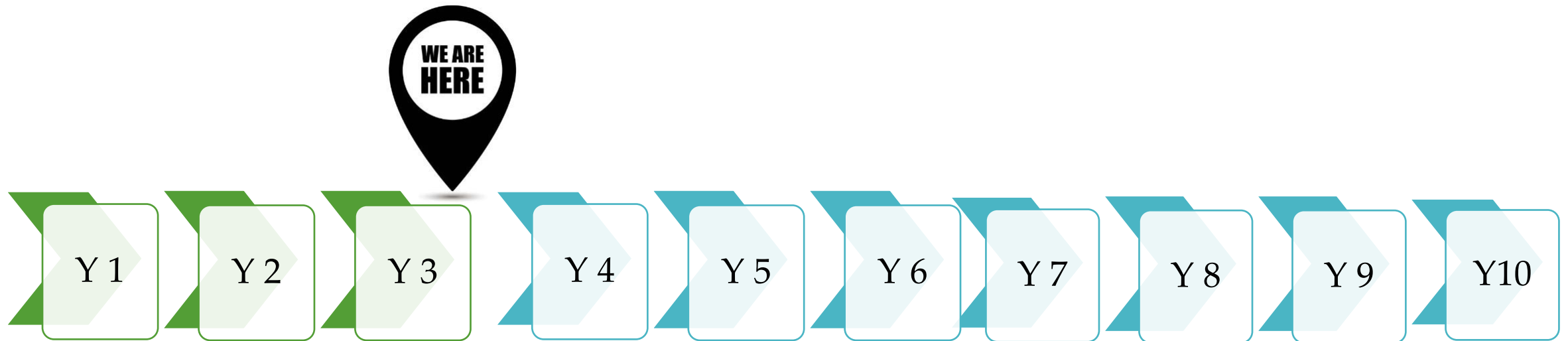
**10,000**  
households  
served with  
rent assistance  
and services  
to avoid  
homelessness

Mostly Population B



# Timeline

- The first three years were about building and expanding a regional system of care for people experiencing homelessness
- Evaluation, refinement and sustaining our system in the years ahead

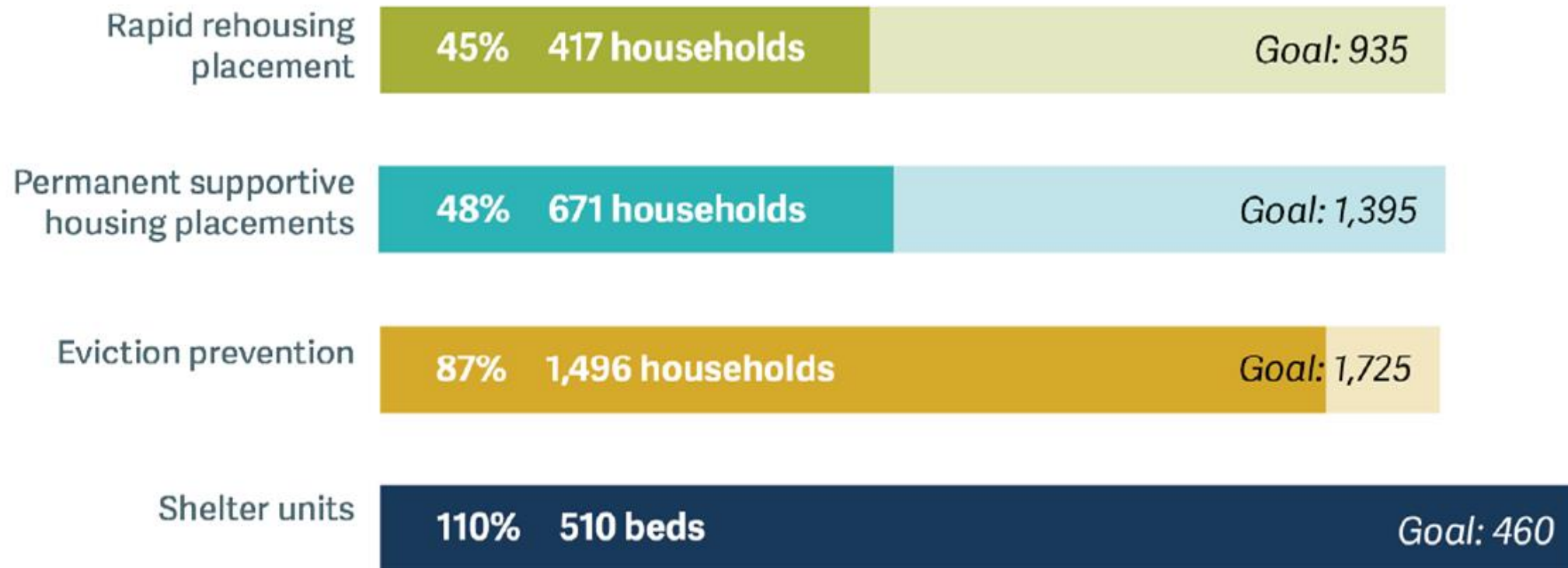




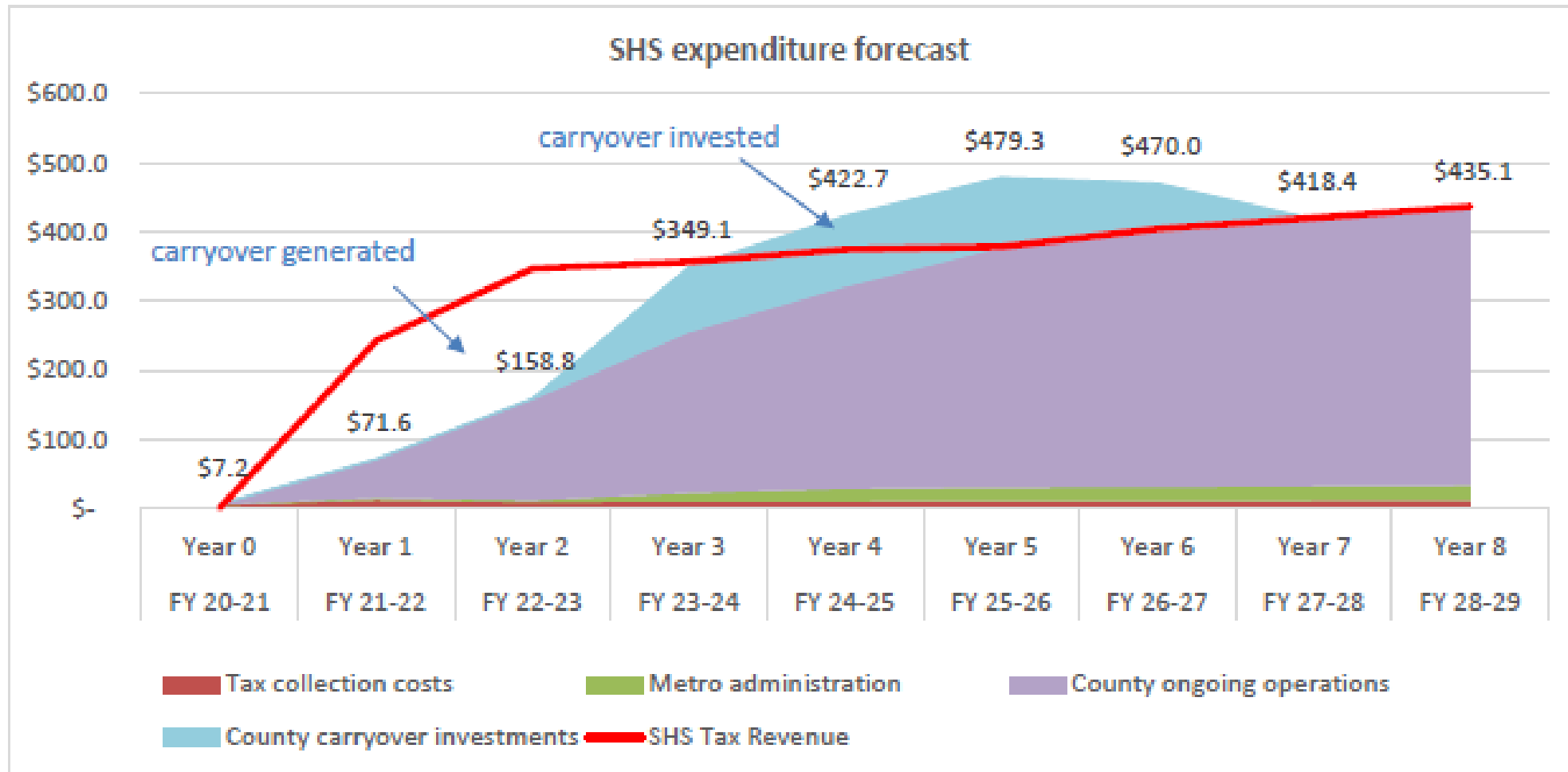
# SHS is making a difference

## FY2024 goals and progress

July 1 to December 31, 2023



# Reaching 100% Funding Commitment



# Strategically Investing Carryover

- Building needed infrastructure
  - Shelters
  - Access centers
  - Transitional housing
- Needed program and stability reserves
- Homelessness prevention investments



*The Medford Hotel is an alcohol- and drug-free community located in downtown Portland.*

# Themes across the region

- Maintaining stage: funding what has been built
- Increasing alignment with other public systems
  - Make connections across public system
  - Bridge services; no wrong door approach
- Expanding the ways we engage with and serve diverse communities



*Rendering of Beaverton's permanent shelter*

# Washington County Draft Work Plan

## System Improvement

- Increasing **By-Name-List** utilization with Local Coordinated Command Centers (LC3s)
- Strategies to support **graduating households** from SHS programs
- Increase **coordination with school's McKinney Vento Liaisons**
- Support providers in **telling the stories of those served** by SHS
- Lean into **healthcare system alignment**, including leveraging Medicaid funds



# Washington County Draft Work Plan

## Advancing Equity Goals

- Planned system interventions to **increase language access** for non-English speakers
- Crafting a **regional equity lens** tool to improve equitable outcomes
- Expanding **cultural responsiveness training** for our provider community



*Brandon Kirchner, Centro Cultural, supports SHS programs. Centro is a culturally specific provider.*

*Working with community partners to identify additional equity goals*

# Washington County Draft Work Plan

## Metric Targets - Capacity

- Sustain **housing case management program** to support 1665 households
- Expand and sustain **rapid rehousing program** to support 745 households
- Open one **permanent shelter** (while making progress on two more)
- Sustain **shelter and outreach capacity**
- Fund **transitional housing**

## Metric Targets - People

- Prevent **eviction** for 1,400 households
- Support 100 households in “**graduating**” from case management services
- 450 Population A households  
**Supportive Housing** placements
- 500 placements into **Rapid Rehousing and Move-In Ready** assistance



# Multnomah County Draft Work Plan

We are simultaneously scaling up and maintaining programming with SHS funds.

- Addressing historical gaps and soothing pre-SHS strains
- Increasing support for new placements and maintaining support for folks sustained in housing by SHS funded programming.
- Centering equity

# Multnomah County Emerging Themes

In FY 25, the Joint Office is making substantial investments in system infrastructure and provider capacity to reduce inequities.

## **System Infrastructure**

- \$40M in X-Dept Programming
- \$18.5M for PSH Services Cap Increase

## **Provider Capacity**

- \$5M for HUD CoC Match
- Grants pilot for new/emerging providers (Equity Focused)

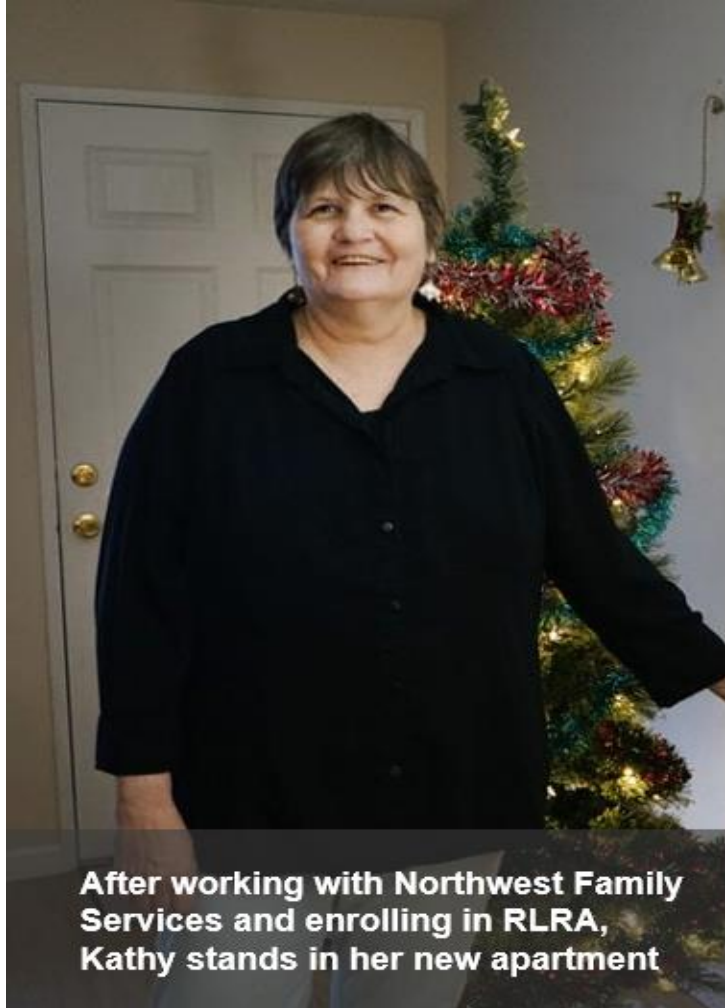
# Multnomah County Projected Outcomes

All outcomes consider level of investment, input from JOHS subject matter experts, and Multnomah County's SHS Advisory Body recommendations for qualitative goals.

# of Total Housing Placements	# of New People	# of New Households
	1,072	875

Emergency Shelter	Outreach	Navigation	Employment Services
1,400 beds sustained/added	1,420 people engaged in street outreach	300 people engaged in resource navigation	500 people engaged in employment services

# Clackamas County Draft Work Plan



## Quantitative Goals FY 24-25 Annual Work Plan

315 PSH placements

125 RRH placements

850 homelessness preventions

185 supported shelter units

# Clackamas County Draft Work Plan



## Racial Equity Strategies FY 24-25 Annual Work Plan

Expand access to fair housing and racial equity trainings

Ensure staff at culturally specific providers are paid equitably and competitively

Establish a diverse and inclusive community advisory group

Launch participant surveys to identify systemic barriers and disparities



# Clackamas County Draft Work Plan

## System Capacity Building FY 24-25 Annual Work Plan

Implement the Medicaid 1115 demonstration waiver

Implement new contract compliance tools

Improve access to housing and services for individuals who:

- Are 65 or older
- Have complex health needs
- Have intellectual or developmental disabilities

Ray stands in his new apartment after experiencing homelessness for the first time at 87 years old



# Clackamas County Draft Work Plan

## Upcoming Projects

Oregon City Resource Center

Clackamas Village

City-led Initiatives

Health-Housing Integration  
Procurements

Scattered Site Disposition





# Next Steps

- Counties are seeking additional feedback on their draft plans
- Changes may be made to address feedback and new information
- Final work plans due to Metro with budget after approval from respective boards



# Regional Housing Funding: Toward a Recommendation

SHS Oversight Committee Update

May 20, 2024



# Presentation overview

- Why now
- Where we've been, what we've heard
- Elements of a recommendation:  
Areas of alignment, work to do
- Discussion, feedback, questions

# Why now

- Regional affordable housing funding ending
- Rent burdened households increasing
- Link between cost of housing and homelessness

# Where we've been, what we've heard



# Values guiding this process



**Urgency**



**Stability of  
existing  
programs**



**Pragmatism**



**Transparency  
and accountability**



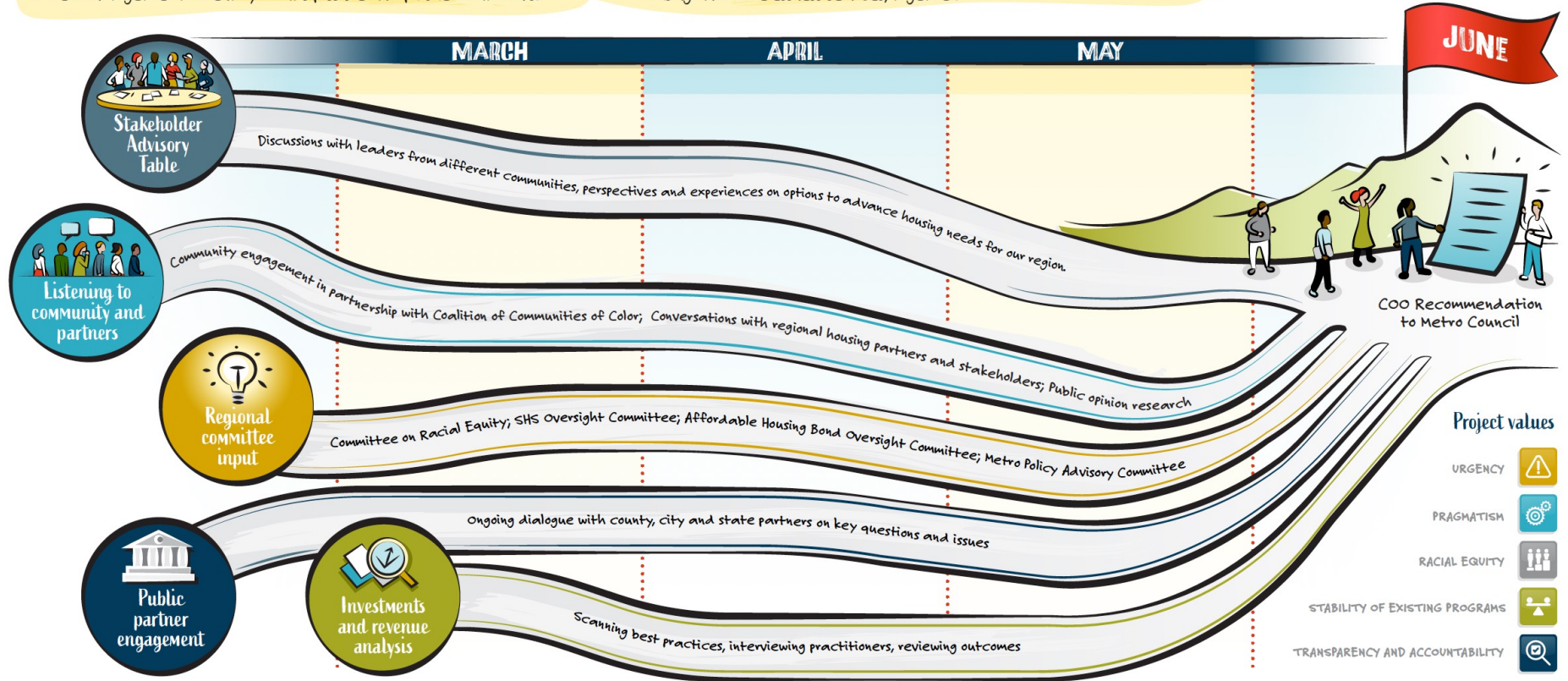
**Equity and  
inclusion**

# Path to a regional housing recommendation



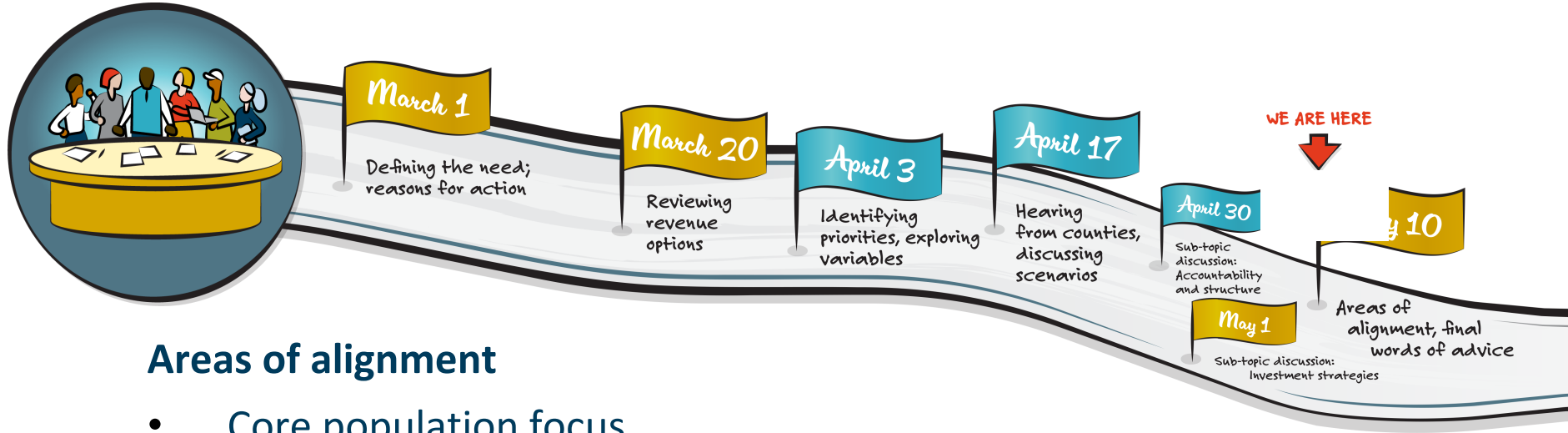
The Portland region is facing a persistent housing and homelessness crisis. We have made progress, but there is more to do. We know there are solutions if we work together to identify what's possible and pursue what works.

In spring 2024, Metro convened a conversation with stakeholders, partners and communities across the region to explore how to keep making progress on housing and homelessness services, together.





# Stakeholder Advisory Table



## Areas of alignment

- Core population focus
- Supporting flexibility, maintaining commitments
- Cautious approach to tax changes
- Hunger for collaboration, and accountability

# Listening to community and partners



*Community engagement in partnership with Coalition of Communities of Color*

*Conversations with regional housing partners and stakeholders*

*Public opinion research*

SPRING 2024

# Community discussions: partners and hosts

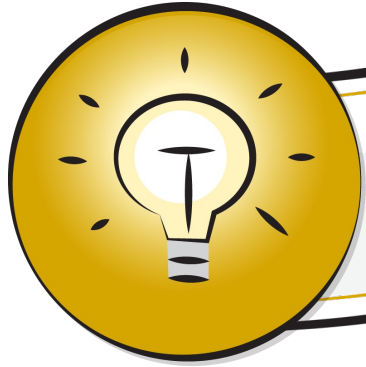


## KEY THEMES

# Community input

- Recognizing the services-housing link
- Focus on populations with greatest need
- A spectrum of housing investments
- Welcoming, culturally-responsive stable communities
- Eagerness to engage directly

# Regional committee input



*Committee on Racial Equity*

*SHS Oversight Committee and Affordable Housing Bond Oversight Committee*

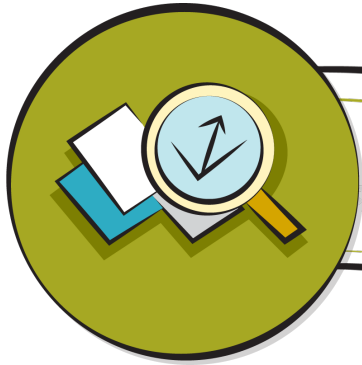
*Metro Policy Advisory Committee*

# Public partner engagement



*Ongoing dialogue with county, city and state partners on key questions and issues*

# Investments and revenue analysis



*Scanning best practices, interviewing practitioners, reviewing outcomes*



# Elements of a recommendation



# Areas of greatest alignment

- Centering deepest housing need and impacts
- Flexibility to create affordable housing along with maintaining commitments to services
- Addressing sunset – long-term certainty for providers and community

# What's next: Finalizing details

## **Revenue allocation: Housing and services**

Ensuring stability, addressing urgency

## **Future housing investments**

Prioritizing need and deliverable results

## **Oversight and implementation structure**

Clarity, flexibility, accountability

# Discussion

- What is important to consider as Metro, counties and other partners continue conversations to inform a recommendation?
- What questions do you have about the process or preliminary findings?

**Thank you.**



May 18, 2024

TO: Metro Supportive Housing Services Oversight Committee Co-Chairs  
Patricia Rojas

FROM: Carter MacNichol

SUBJECT: Comments for May 20, 2024 Meeting

I am writing to share some thoughts with you. I am unable to attend the meeting on May 20 and wanted to share some questions and thoughts about the Multnomah County workplan. **I would request that these comments be shared with the full committee.**

#### Work Plans

My comments are focused on the Multnomah County Work Plan. (We received three work plans. One was labelled Washington County, one Clackamas County and one was not labelled; I assumed this was Multnomah County's plan). My comments on the Multnomah County Work Plan:

- The first row of the table on page 3 shows 275 new RLRA vouchers. My understanding is that there is significant demand for vouchers. Please explain why this number is so low, outline the constraints keeping that number so low and the barriers to getting more vouchers into the system.
- Regarding vouchers, I was stunned to see the data that was presented on page 3 of the TCPB April Monthly Progress Report. A graphic on page 3 shows as of 12/31/23 the number of RLRA vouchers being used to house people in each county:

Washington County: 1,838 (49% of regional total)

Clackamas County: 1,056 (29% of regional total)

Multnomah County : 805 (22%) of regional total

Multnomah County has more than 80% of total regional homeless population.

- The third row of the table on page 3 shows 360 new PSH housing. This is less than either of the other 2 counties. The need for PSH units is significant, and again, Multnomah County seems to setting very low goals at a time of urgency and great

need. What are the barriers/factors keeping this number so low? Note that this number differs from the narrative at the top of page 7, but it is difficult to actually move with understanding between this text and the stated goals.

- The first row of the table on page 4 shows a goal of 600 households for eviction prevention. This goal is less than half of each of the other counties. What are the barriers/factors keeping this number so low?
- Under capacity building, I applaud the increase in the PSH services cap. My only comment would be to determine what that actual per unit cost is to be sure that the new higher amounts are covering the service provider costs.
- The investment of nearly \$10 million in 250 shelter beds is ambitious. The work plan does not provide a timeline. What is the timeline and the strategy to accomplish this goal? Are the number of beds by “system type” representative of the greatest need? How were these selected? Location of this many shelter beds will be challenging. What are the thoughts about siting of these shelters?

I look forward to a response. Thank you.