

Table of Contents

Agenda

Meeting summary from the committee's last meeting on April 28, 2025

SHS Oversight Committee draft calendar

Metro respects civil rights

SHS Oversight Committee roles and responsibilities

Group agreements

Metro tax collection and disbursement update-April

Metro FY26 proposed budget report

Tri-County training implementation strategy summary

TCPB Technical assistance and training implementation strategy presentation

Tri-County Planning Body progress report-May

Tri-County meeting summary-April

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: May 19, 2025
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting ([Zoom link](#))
Purpose: Receive Metro tax collection and disbursement updates, receive a Metro housing department update & FY26 proposed budget presentation, receive a TCPB technical assistance and updated training presentation.

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 tax collection and disbursement updates
10:10 a.m.	Metro housing department update & FY26 proposed budget
10:55 a.m.	Break
11:00 a.m.	TCPB-Technical assistance and updated training presentation
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
Date: April 28, 2025
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Receive Metro tax collection and disbursement updates, receive update and vote on TCPB healthcare systems alignment update, discuss WA County FY25 workplan amendment, receive a FY26 workplan presentation from county partners.

Member attendees

Co-chair Dr. Mandrill Taylor (he/him), Dr. James (Jim) Bane (he/him), Peter Rosenblatt (he/him), Kai Laing (he/him), Dan Fowler (he/him), Jeremiah Rigsby (he/him), Cara Hash (she/her), Co-chair Mike Savara (he/him), Felicita Monteblanco (she/her)

Absent members

Jenny Lee (she/her)

Elected delegates

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

Absent elected delegates

Clackamas County Commissioner Ben West (he/him), Multnomah County Chair Jessica Vega Pederson (she/her)

Metro staff

Patricia Rojas (she/her), Yesenia Delgado (she/her), Breanna Hudson (she/her), Yvette Perez-Chavez (she/her)

Kearns & West facilitation team

Josh Mahar (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.

Summary of Meeting Decisions

- The Committee approved the March 24 meeting summary.
- The Committee approved the TCPB healthcare systems alignment implementation strategy.

Welcome and Introductions

Co-chair Dr. Mandrill Taylor provided welcoming remarks.

Co-chair Mike Savara announced he will be going on paternal leave in June. He will be helping the team find an interim co-chair to take his place during his leave, likely until October.



Supportive Housing Services Oversight Committee Meeting Summary

Patricia Rojas, Metro, announced she will be stepping down as Regional Housing Director, and her last day will be May 2nd, 2025. She thanked the Committee for their service.

Josh Mahar, Kearns & West, facilitated introductions between attendees.

Several Committee members reflected on Patricia's contribution to the housing sector and thanked her for her work.

Yesenia Delgado, Metro, stated that the next meeting has been moved to May 19 due to the Memorial Day holiday, and that Metro has started the process for recruiting new Committee members for the five vacancies.

Melissa Arnold, Metro, provided an update on Metro Council President's workgroup on the future of SHS funding. She shared that four key themes for a vision have formed: an aligned system, people-centered work, robust infrastructure, and improved outcomes, including system audits and evaluations. She noted that the group will meet three more times and that Metro Council will receive the breadth of the workgroup's feedback.

Val Galstad, Metro, reviewed Metro Council's action timeline. Metro Council reviewed the draft SHS funding draft ordinances in January and will revisit them in June. In April, Metro Council approved an ordinance that allowed SHS spending for one-time investments. Metro Council is also considering a resolution for administration funding distribution, which, if adopted, will distribute \$15 million to Multnomah County to give City of Portland Mayor Wilson.

Committee members had the following questions:

- **Question, Peter Rosenblatt:** Is the distribution of administration funding done equitably, or does Portland receive all of it? Are some funds reserved for Clackamas and Washington County? I support the workgroup's work to create a vision, but I do not see a connection between the vision and the ordinances.
 - **Metro response, Val:** We are not planning on distributing the full amount to one jurisdiction; these are for specific one-time uses. We do anticipate similar requests from other counties. The workgroup will discuss the ordinances, but it is not there yet. The group thought it would be best to have the vision conversation first before discussing the ordinances.

Decision: Co-chair Dr. Taylor, Dr. James (Jim) Bane, Peter, Kai Laing, Dan Fowler, Jeremiah Rigsby, Cara Hash, Co-chair Savara, and Felicita Monteblanco **approved the March 24 meeting summary.**

Conflict of Interest Declaration

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

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

Public Comment

No public comment was received.

Supportive Housing Services Oversight Committee Meeting Summary

Metro Tax Collection and Disbursement Updates

RJ Stangland, Metro, reviewed the [interactive FY25 tax revenue and disbursement charts](#).

Committee members had the following questions:

- **Question, Peter:** I see these charts have the forecast at \$63 million, in other meetings at the county level, I hear the forecast will be lower by \$10 million.
 - **Metro response, RJ:** There is volatility in the tax. The actuals could be lower or higher than \$63 million. Metro's policy is to maintain the current forecast until after a bulk of the tax is collected. May's meeting will have more information.

Tri-County Planning Body (TCPB) Healthcare Systems Alignment

Yesenia reminded the Committee that TCPB has been developing implementation plans for its regional goals.

Co-chair Savara shared that he attended the TCPB meeting when it was approved and reflected that the TCPB was supportive of this plan when they were discussing it ahead of the vote.

Ruth Adkins, Metro, shared that the Healthcare System Alignment Implementation Plan is a result of the work Metro, Health Share, county partners, and Homebase have been doing, and reviewed the TCPB's goal and recommendation language. She highlighted county work underway related to this goal area, including case conferencing and health-related social needs (HRSN) benefit implementation.

Adam Peterson, Health Share, shared that Health Share covers about 25% of individuals in the Portland metro region. He reviewed Health Share's approach to bridging system gaps, which is focused on the HRSN benefit, High Acuity Behavioral Health Initiative, and Regional Integration Continuum (RIC). Adam reflected that healthcare and housing systems are serving the same people, and system alignment is needed to serve them effectively. Adam reviewed the key functions and components of RIC success, including legal and relational infrastructure, data centralization, and case conferencing.

Ruth shared that the three implementation strategies emerged from a landscape analysis and county-level work. Ruth detailed each key strategy's vision, activities, timeline, and deliverables. The three strategies are:

1. Develop a Regional Plan for Medically Enhanced Housing and Shelter Models
2. Establish Regional Support for Cross-System Care Coordination
3. Build Regional Cross-System Data Sharing Infrastructure

The overall timeline for phase one would start in March and end in December 2025, with an interim progress report in September and a report with recommendations for refining the strategies in December. Funding from the Regional Investment Fund (RIF) would support county health/housing integration staff and consultants and Washington County's medical respite program for FY25- 26 for a total of \$1.8 million.

Ruth stated that the TCPB unanimously approved the plan and shared questions on how to protect immigrant, refugee, and vulnerable populations, how this work will engage the hardest to reach communities, and how this work will increase resources and capacity.

Supportive Housing Services Oversight Committee Meeting Summary

Committee members had the following questions and comments:

- **Question, Peter:** I agree with the hope that more resources can help support capacity. I am confused about the budget. Why does Multnomah County need two full-time employees (FTEs), while Clackamas County and Washington County need three?
 - **Multnomah County response, Lori Kelley:** We have a separate funding source supporting additional employees. The FTE's in the budget are only what will be supported by the RIF.
- **Question, Co-chair Dr. Taylor:** I like this plan. It is important to understand where we are at now and where we are planning to have discussions in the future. How are we planning to assess performance beyond these service delivery methods and health and stability for participants?
 - **Health Share response, Adam:** Part of the challenge of our system is not being able to share data. Once we have data sharing agreements, we can track health and housing outcomes. We will start there and then expand the ability to assess performance in additional ways.
- **Question, Dr. Bane:** Strategy 1 discusses sustainable shared funding models. Do you have an idea of what those might be and how reliable you expect them to be?
 - **Metro response, Ruth:** We have uncertainty at the federal level. We are building towards a relationship with the hospital system, especially for medical respite and cooperative care. Ultimately, it would be a combination of Medicaid, county general fund, and some others. These conversations are the work ahead of us. We cannot expect SHS to carry these health and housing integration programs.
- **Comment, Dan:** We need a coordinated approach to inform the public of this work and that Metro is cooperating with the counties.

Decision: Co-chair Dr. Taylor, Dr. Bane, Peter, Kai, Dan, Jeremiah, Cara, Co-chair Savara, and Felicita approved the TCPB healthcare systems alignment implementation strategy. There were no dissensions or abstentions.

Washington County Fiscal Year (FY) 25 Work Plan Amendment

Nicole Stingh, Washington County, shared that the current FY work plan is not achievable with the resources they expect to receive. She reviewed the goal reductions for each program area, noting that there are no changes to the PSH goal. She reflected that the reductions are also reflected in the next FY work plan.

Committee members had the following questions and comments:

- **Question, Peter:** What are the workforce impacts of these reductions?
 - **Washington County response, Nicole:** We are not anticipating layoffs for this fiscal year (ending June 2025). Washington County has been communicating with providers since October and expects to see layoffs in the next fiscal year (starting July 2025). Washington County is providing off-ramp funding for FTE reductions and hopes that FTEs can be absorbed by other funding streams.
- **Comment, Co-chair Savara:** Thank you for the care that you are demonstrating in making these decisions. With these reductions, fewer folks have a place to call home, and I was surprised to learn the Committee does not vote on work plan changes. This is worrying if the SHS tax rate changes. I am excited for the conversations on shared accountability and governance, and hope we can make these hard decisions together.

Supportive Housing Services Oversight Committee Meeting Summary

- **Response, Washington County Chair Kathryn Harrington:** The work plan is reviewed and approved by the Washington County Board of Commissioners. We did take action to require staff to share the work plan and signal that we are accountable to goals, and when circumstances change, we adjust.
- **Metro response, Yesenia:** Co-chair Savara did bring this question to Metro staff, and our response is that this falls under the local authority of each county. He does raise a good point on shared accountability and making these hard decisions together as a region.
- **Comment, Dr. Bane:** This decision seems to be very financially responsible and thoughtful.
 - **Washington County response, Nicole:** Yes, we have maintained our reserves for economic downturns, and the TCPB approved RIF reserve funding to support the offramp funding.
- **Comment, Peter:** I would like to have context and know the shelter need, this would help me absorb this information. For example, with the reduction in shelters from 400 to 385, what is the overall need in the county for shelters? As we move into the next presentation, it would be helpful to have the presenters speak to this.

FY26 Workplan Presentation

Nicole reflected that while progress is being made, the needs are outpacing the work. She reviewed the shift in the forecast for the next five years and shared that regional themes include managing resource constraints within the updated forecast and that counties are navigating changes with federal funding.

Breanna Flores, Multnomah County, reviewed the county's draft work plan's quantitative and qualitative goals. She shared that the county's key themes include sustaining progress and maximizing resources with less funding, and prioritizing stability and support for culturally specific providers.

Lauren Decker, Clackamas County, reviewed the county's draft work plan's quantitative and qualitative goals. She shared that the county's key themes include advancing racial equity, expanding capacity building, and focusing on local implementation plan goals such as geographic equity and health system alignment.

Nicole reviewed Washington County's goals related to program capacity and advancement, advancing racial equity, and system effectiveness. She shared that next steps for all three counties include feedback discussions with their respective advisory bodies and this Committee before the final work plan is submitted for approval by their respective Board of Commissioners.

Committee members had the following questions:

- **Question, Co-chair Dr. Taylor:** Will Multnomah County set specific workforce goals or indicators related to its focus on capacity building for providers?
 - **Multnomah County response, Breanna:** We are not there yet. We are trying to understand what the impacts are for contract negotiations.
- **Question, Peter:** Thank you, counties, for the work. I would appreciate it if the Committee could redo the information template in the future. I enjoyed hearing about other funding sources to support the work in the broader system. Can Clackamas County speak more about the crisis stabilization center?

Supportive Housing Services Oversight Committee Meeting Summary

- **Clackamas County response, Lauren:** The stabilization center will serve adults and is connected to a shelter. It is scheduled to open later this year; it is currently under construction.
- **Metro response, Yesenia:** The templates that Metro provides to the counties are iterative, and we are happy to work through any feedback you would like to share. We are working with the counties on developing an annual report template and including information on different funding sources to understand the greater context.
- **Comment, Dan:** Including information about different funding sources helps give us and the public the ability to understand the whole picture.
- **Question, Co-chair Dr. Taylor:** Clackamas County is doing excellent work aligning behavioral health and housing. As we move towards assessing the success of the program, have there been any discussions about how we will measure alignment success?
 - **Multnomah County response, Breanna:** We have been reflecting, and while it does not quite get at a full system review, Multnomah County just released an in-depth in- and out-flow dashboard. This is an opportunity for us to get a better look on the ground and make better decisions. We can share the link to the dashboard.
 - **Response, Peter:** Clackamas County will also be releasing a dashboard soon. It is important to think about how we present all this information, and that when we talk about the system, we do not put on funding blinders, but look at how it all comes together to help end homelessness.
 - **Clackamas County response, Lauren:** Our RLRA vouchers housed those with the highest acuity. Integrating with the behavioral health system is huge and helps link behavioral health care case managers with housing.
- **Comment, Co-chair Savara:** From a state perspective, it is important to understand what is being invested in a community, which is difficult information to obtain. Each funding structure may not have visibility into another. County leaders should be able to see that information and map it out.

Next Steps

Yesenia thanked everyone for meeting and noted that the calendar invitations for upcoming meetings will be sent soon.

Josh reviewed the next steps and adjourned the meeting.

Next steps include:

- Metro to share Committee vacancy recruitment resources.
- Multnomah County to share their in-and out-flow dashboard.
- Next meeting: May 19, 2025, 9:30 am – 12 pm.

Adjourn

The meeting adjourned at 12:00 pm.

Supportive housing services - Regional oversight committee

Draft calendar, June to December 2025

This calendar is a draft and may change as new topics or priorities arise for the committee.

Date	Report(s) due	Potential topics
June 23, 2025		<ul style="list-style-type: none"> • Metro tax collection and disbursement update • FY25 Q3 reports • Tri-county planning body (TCPB) – Technical assistance and training vote • TCPB – employee recruitment and retention presentation
July 28, 2025		<ul style="list-style-type: none"> • Metro tax collection and disbursement update • TCPB – employee recruitment and retention vote • Permanent supportive housing financial/program planning tool
August 25, 2025	FY25 Q4 – 8/15	<i>n/a - meet to be cancelled</i>
September 22, 2025		<ul style="list-style-type: none"> • Metro tax collection and disbursement update • FY25 Q4 reports • FY26 final work plans and budgets
October 27, 2025	FY25 annual report – 10/31	<ul style="list-style-type: none"> • Metro tax collection and disbursement update • Annual regional report timeline & FY25 recommendation preparation
November 3, 2025	FY26 Q1 – 11/15	<ul style="list-style-type: none"> • County FY25 annual report presentations
December 1, 2025		<ul style="list-style-type: none"> • FY25 annual report reflection and questions • FY25 annual regional report outline • FY25 recommendations development
December 8, 2025		<ul style="list-style-type: none"> • Metro tax collection and disbursement update • FY25 recommendations development • Metro 5-year forecast

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Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: September 2024

Background

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

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

Oversight committee role and responsibilities

Requirement	Source text
Local implementation plans and Regional Plan	
Evaluate and recommend Local Implementation Plans	SHS Work Plan, section 3.4: The committee will be charged with the following duties...A. Evaluate Local Implementation Plans, recommend changes as necessary to achieve program goals and guiding principles, and make recommendations to Metro Council for approval.
Approve Regional Plan developed by the Tri-County Planning Body	Tri-county planning body charter: Develop a Regional Plan for <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.
Review LIP amendments and recommend approval or denial to Metro Council for: <ul style="list-style-type: none"> Alignment with Tri-County Plan 	Intergovernmental Agreement, section 5.2.4: Within one year of the adoption of the Tri-County Plan, and as needed thereafter, Partner will bring forward any necessary amendments to its Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures. The ROC will review the amendments and recommend approval or denial of the Plan amendments to the Metro Council.
Request County Partner amend its LIP: <ul style="list-style-type: none"> Based on one or more SHSOC recommendations; Based on a significant change in circumstances impacting homelessness in the region; 	<p>Intergovernmental Agreement, section 5.2.3: Within 60 days of the date that Partner presents its Annual Program Report to Metro Council, Metro or the ROC may, in consultation with the other, request that Partner amend its Local Implementation Plan based on one or more ROC recommendations or a significant change in circumstances impacting homelessness in the Region.</p> <p>SHS work plan, section 5.3: The Regional Oversight Committee will review each Annual Progress Report and may recommend changes to the Local Implementation Plan to achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan.</p>

Requirement	Source text
<ul style="list-style-type: none"> To achieve regional goals; and/or To better align LIP with SHS Work Plan. 	
Annual reporting and work plans	
Review county annual work plans	Intergovernmental Agreement, section 5.3: Beginning in FY 2022-23, Partner must annually submit an Annual Work Plan to Metro and the ROC for their review on or before April 1 for the subsequent Fiscal Year.
Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals	SHS work plan, section 3.4: The committee will be charged with the following duties:...B. Accept and review annual reports for consistency with approved Local Implementation Plans and regional goals.
Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes	SHS work plan, section 3.4: The committee will be charged with the following duties:...D. Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes.
Fiscal oversight	
Monitor financial aspects of program administration, including review of program expenditures.	SHS work plan, section 3.4: The committee will be charged with the following duties:...C. Monitor financial aspects of program administration, including review of program expenditures.
Annual review and consideration of whether the recommended administrative costs should be reduced or increased. (for Metro, County Partners and service providers)	SHS work plan, section 5.3: As part of the annual review process, the Regional Oversight Committee will evaluate tax collection and administrative costs incurred by Metro, Local Implementation Partners and service providers and consider if any costs should be reduced or increased. The committee will present any such recommendations to the Metro Council.
Review Metro Budget	IGA 5.4.1: At least annually, Metro will prepare a written budget for its SHS program that details its use of Income Taxes and its Administrative Expenses and will present its SHS budget to the ROC [Regional Oversight Committee]. The ROC will consider whether Metro's SHS budget, its collection costs, and its Administrative Expenses could or should be reduced or increased. The ROC may recommend to the Metro Council how Metro can best limit its collection and Administrative Expenses in the following Fiscal Year.
Review five-year forecast	IGA 7.2.1.1: Metro's CFO, in consultation with the FRT, must prepare a five-year revenue forecast to support the Counties in developing their annual budgets and revising current year estimates as needed. The forecast will evaluate Income Taxes collection activity, SHS program expenditure activity, cash flows, adequacy of funds in Stabilization Reserves, economic factors impacting tax collections, and the overall financial health of the SHS program. Metro will provide these forecasts to the ROC and TCPB by the first business day in December, and provide timely updates of those projections, as available.



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Requirement	Source text
Other	
Provide input on corrective action plans before Metro requires them of counties	Intergovernmental Agreements, section 6.3.5: after appropriate notice and opportunity to remedy identified concerns, Metro reasonably determines that Partner is not adhering to the terms of its Plan, current Annual Work Plan or Annual Program Budget, or current spend-down plan, then Metro may, with input from the ROC and from Partner, require Partner to develop a Corrective Action Plan.

Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

Group agreements

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: May 15, 2025
To: Supportive Housing Services Oversight Committee
From: Revenue & Analytics Division
Subject: FY25 Monthly Tax Collection and Disbursement Update

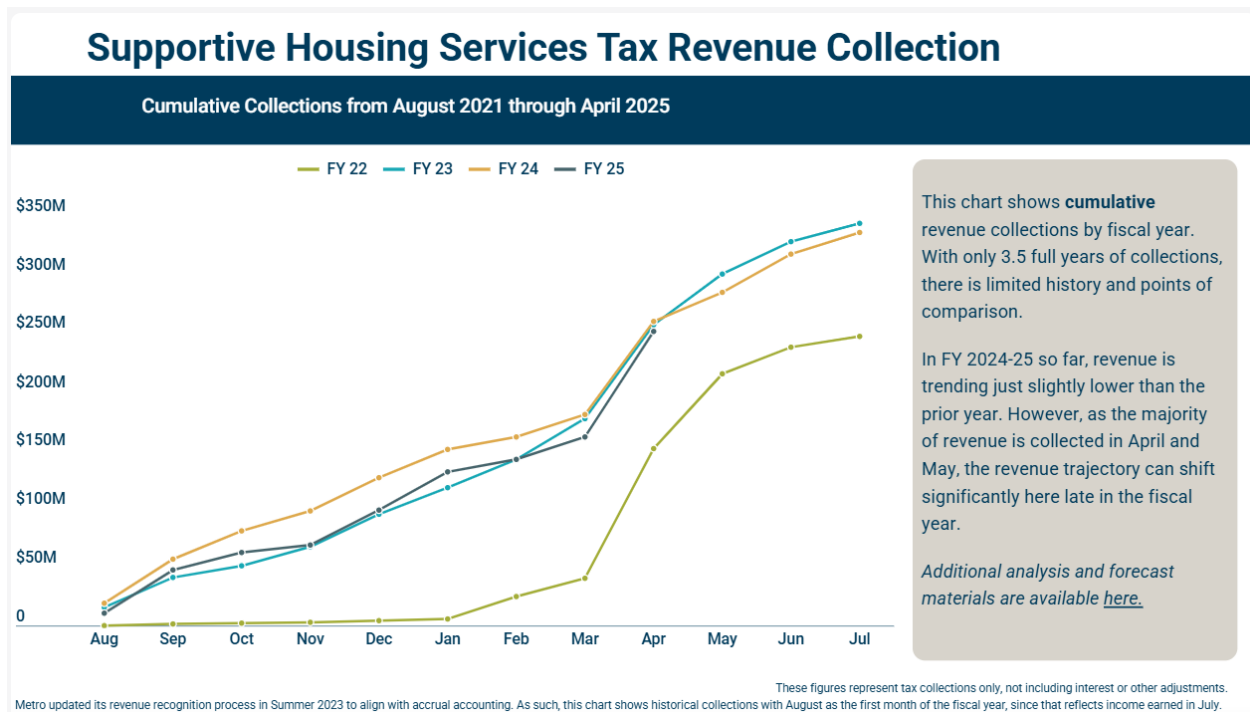
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

April, by far the strongest collections month of the year historically, saw solid revenue driven by timely TY 2024 return filings, plus TY 2025 estimated quarterly payments. The \$90.1M collected trends roughly 13 percent higher than April 2024, and \$20M shy of the all-time program monthly revenue high of \$110M, collected in April 2022.

Tax Revenue Collection and Disbursement Infographics

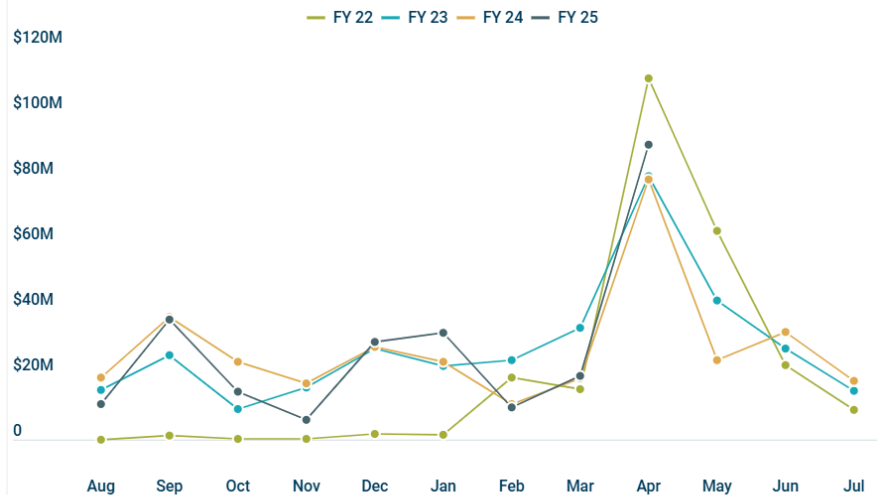
Interactive FY25 tax revenue and disbursement charts are published here:
[SHS Revenue Collection Infographics](#)

This includes collections by the tax administrator in April 2025. Static screenshots of these charts are provided below.



Supportive Housing Services Tax Revenue Collection

Monthly Collections from August 2021 through April 2025



This chart shows **monthly** revenue by fiscal year. The monthly variations highlight the dynamics of the tax base and the types of income being taxed. These trends also show how quickly the revenue trajectory can shift using a month-to-month view.

April, historically the strongest collections month of the year, saw solid revenue driven by healthy TY 2025 quarterly payments plus timely TY 2024 filings. The \$90.1M collected trends 13% percent higher than April 2024, \$20M shy of the all-time program monthly revenue high of \$110M, collected in April 2022.

These figures represent tax collections only, not including interest or other adjustments.

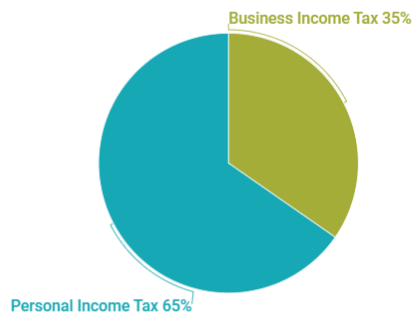
Metro updated its revenue recognition process in Summer 2023 to align with accrual accounting. As such, this chart shows historical collections with August as the first month of the fiscal year, since that reflects income earned in July.

FY 2024-25 SHS Tax Revenue Collection

These figures represent tax collections only, not including interest or other adjustments.

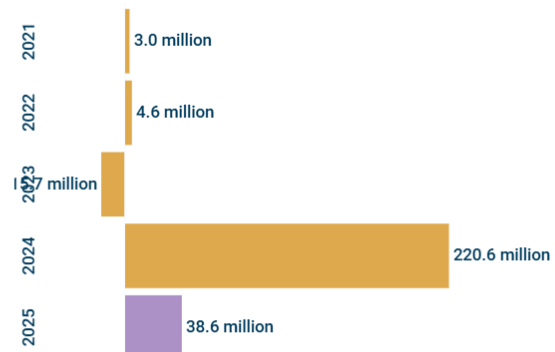
Collections from August 2024 through March 2025

\$251.1 million



Collections by Tax Type

The breakdown of collections between the two taxes are skewed more toward the personal side compared to the same time in FY 2023-24. December included quarterly estimated payments for most businesses, and quarterly estimated payments were due for the Personal Income Tax in January.



Collections by Tax Year

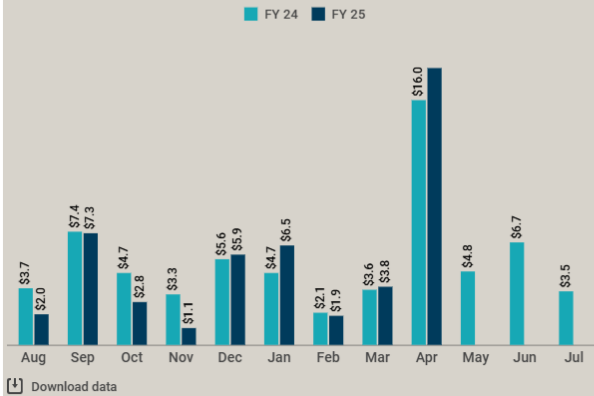
Collections so far show primarily quarterly estimated payments for Tax Year 2024 and employer withholdings for Tax Year 2025. The negative figure for Tax Year 2023 primarily reflects estimated payments from the prior year (both from quarterly and Tax Year deadlines) were higher than actual amounts owed for the BIT. There are minor amounts of taxes from prior years from enforcement actions.

FY 2024-25 SHS Revenue Distribution - Clackamas County

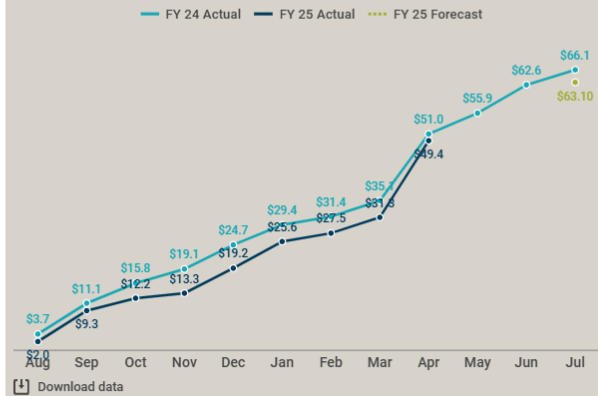
Distributions* September 2024 through May 2025

\$49.4 million

Monthly Distributions



Cumulative Distributions



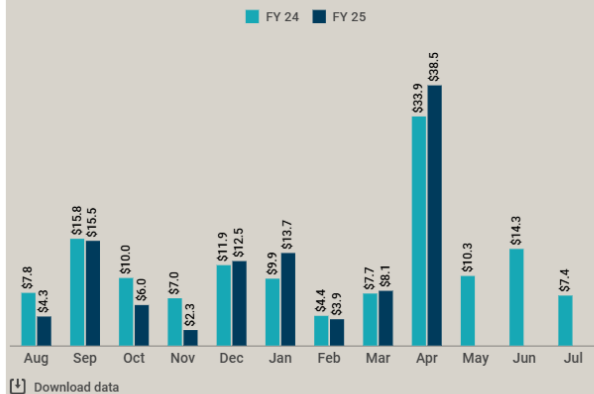
* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

FY 2024-25 SHS Revenue Distribution - Multnomah County

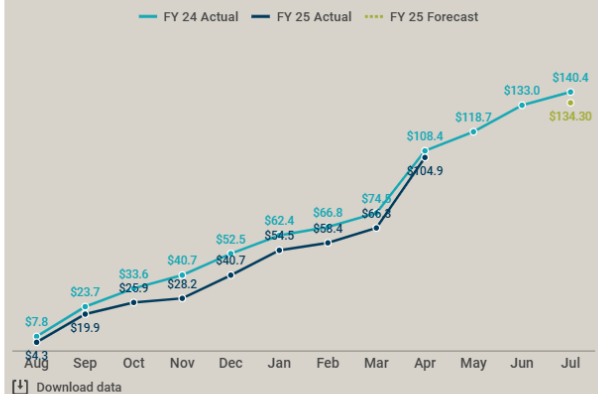
Distributions* September 2024 through May 2025

\$104.9 million

Monthly Distributions



Cumulative Distributions



* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

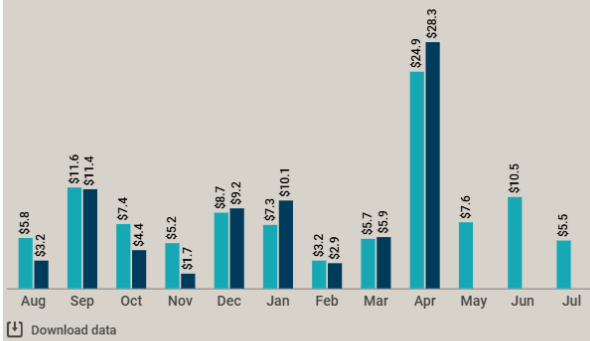
FY 2024-25 SHS Revenue Distribution - Washington County

Distributions* from September 2024 through May 2025

\$77.1 million

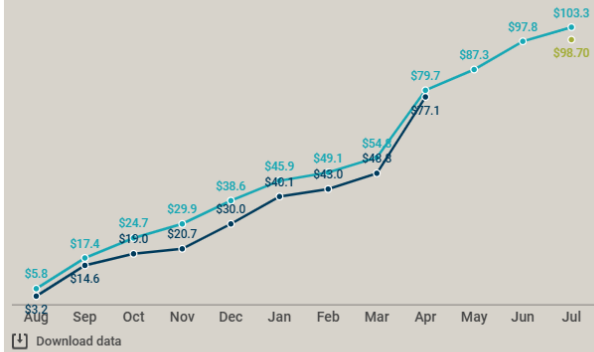
Monthly Distributions

FY 24 FY 25



Cumulative Distributions

FY 24 Actual FY 25 Actual FY 25 Forecast



* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

*This includes \$695,524.57 in interest collected by the tax administrator in FY 2024-25

Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: May 9, 2025
To: Supportive Housing Services Oversight Committee
From: RJ Stangland, Finance Manager
Subject: FY 2025-26 Proposed Budget

Budget Overview

The annual budget puts the Supportive Housing Services values and goals into action through a financial work plan. In FY 2025-26 the Housing Department will continue to 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 2025-26 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 this budget on May 1, 2025 and is scheduled to adopt this budget on June 12, 2025.

Tax Forecast

Tax Collection and Disbursement Summary	
	FY 2025-26 Budget
Tax Collections	\$328,779,725
Tax Collection Costs	(11,430,142)
Net Tax Collections	317,349,583
Metro Admin Allowance (5%)	15,867,479
Disbursed to County Partners (95%)	301,482,104
Clackamas County	64,316,182
Multnomah County	136,671,887
Washington County	100,494,035

Tax Collection Costs

The proposed tax collection budget of \$11.4 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 2025-26 Budget
Tax Collection Costs	\$11,430,142
Personnel	5,335,240
Software	3,510,488
Other M&S	2,275,901
Contingency	308,513

Metro spending

Metro is allowed up to 5% of net tax collections for administration and oversight, which is forecasted to be \$15.9 million in FY 2025-26. The proposed budget includes the following administrative and oversight costs:

- Metro personnel (38.7 FTE) is a slight decrease of 0.15 FTE from the current FY 2024-25 budget. This slight decrease is due to a minor shift of duties from SHS to support the Affordable Housing Bond program in the Housing Department.
- 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 2025-26 Budget
Prior Year Carryover	30,076,868
Admin Allowance (5%)	15,867,479
Interest Earnings	663,519
Total Resources	\$46,607,866
Direct Personnel	7,127,228
Materials & Services	3,825,537
Indirect Costs (Allocation Plan)	4,951,245
Total Requirements	\$15,904,010
Contingency	793,449
Stabilization Reserve	2,594,237
Carryover to next period	27,316,170

County spending

The counties are still developing their FY 2025-26 SHS program budgets. The proposed budget includes estimated county spending based on their forecasts from FY25 Q2 reporting, county communications on estimated carry over, and the assumption that all Regional Strategy Implementation Funds (including RIF carry over) will be expensed in FY26. County budgets will be provided to the Oversight Committee for review in the fall after adoption by their respective boards.

Training Implementation Strategy Summary

Tri-County Planning Body (TCPB)

May 14, 2025

Introduction

The purpose of this document is to provide members of the TCPB with a succinct overview of the training implementation strategies that are being proposed by Metro's regional capacity team and the counties. This memo:

- Is meant to be utilized by TCPB members as a supplement to the May 14, 2025, meeting packet,
- Provides a brief description of each proposed training implementation strategy, and
- Concludes with engagement questions which will be the focus of discussion during the May meeting.

The full plan will be voted on (along with county Training and Technical Assistance RIF requests) at June's TCPB meeting.

Implementation Strategy #1: develop a non-credit training program through a community college

Program description

Partner with a local community college to develop a series of training courses for frontline service workers to help ensure success early in their careers. These courses will be based on the curriculum framework that has been collaboratively developed between Metro, the counties, and the region's frontline service providers. These introductory courses will be designed for access by incumbent employees. The initial course will include two introductory courses, each running 20 hours:

- Basics of housing service worker case management
- Basics of housing system navigation

The goal of this strategy is to provide the region's front-line housing service workforce with a baseline level of training that will allow for an adequate level of trauma-informed, culturally responsive service provision to the vulnerable populations that these positions serve.

The goal of this initial cohort will be to refine these courses while building toward developing a leadership academy for housing service workers to become trained in management and supervision skills.

The initial course development and cohort will be funded by Metro's administrative funds and will not require RIF approval.

Implementation Strategy #2: identifying and scaling up existing trainings

On-Demand Training Pilot program description

Develop an understanding of whether the region's providers find the on-demand virtual trainings offered by the Corporation for Supportive Housing (CSH) and the National Alliance to End Homelessness (NAEH) to be effective in preparing them for their roles.

The On-Demand Training Pilot Program was developed with two key needs in mind:

1. Developing a housing service worker certification program (implementation strategy #1) will take time, and
2. There are significant training access needs right now.

The Metro regional capacity team wanted to test whether these on-demand trainings are helpful to providers or not.

There are 14 organizations (SHS contracted providers from across the region) who are participating in the initial pilot program. Two individuals from each organization, one front-line housing service worker and one manager/supervisor, were asked to complete a total of seven courses offered by CSH and NAEH (with the participant enrolling in at least two courses from each training agency) for a total of 28 housing service workers participating. At the end of each course, the participants are being asked to complete a survey to provide feedback on how useful they found the training to be. At the end of the pilot program, each participant is also being asked to complete a post-pilot survey, which solicits feedback on the participants' experience in the pilot program overall.

The pilot program launched on January 7, 2025, and concludes at the end of May 2025. The final pilot report, which will include recommendations for next steps, should be available in summer 2025.

Other implementation considerations

Partnering with local workforce boards

The research for this implementation strategy has demonstrated that partnering with our region's workforce boards (Clackamas Workforce Partnership in Clackamas County and Worksystems, Inc in Multnomah and Washington Counties) is a critical avenue to ensuring the partnership with a community college (outlined in Implementation Strategy 1), and any additional strategies, are sustainable. While this strategy is in its infancy, Metro and the counties are committed to further exploring this goal and keeping the TCPB updated on progress.

Scaling-up existing regional trainings

A key goal of this project is to develop an understanding of the training programs that are currently available and being utilized by providers in the region. To honor the work currently being done, as well as effectively collaborate with training providers in the region, the regional capacity team has undertaken efforts to develop a repository of the training programs that are currently available and being accessed by the providers in the region. Further developing this potential implementation strategy will likely require additional analysis and surveying of community partners.

Identifying housing service worker strategies in existing behavioral and community health certifications

This potential implementation strategy explores adding housing-specific curriculum to existing behavioral and community health certification training programs. This potential implementation

strategy specifically focuses on the following THW certifications: Peer Support Specialist (PSS), Peer Wellness Specialist (PWS) and Community Health Worker (CHW). Also included is the Certified Recovery Mentor (CRM) through the Mental Health and Addiction Certification Board of Oregon (MHACBO).

Engagement Questions

The following questions will be used to frame the conversation with the TCPB Wednesday evening. We are not expecting every TCPB member to answer every question, rather they're meant as a conversation guide:

- As we embark on the next steps for moving these implementation strategies forward, what else should we consider?
- The next step for the community college program is curriculum development:
 - What considerations should we keep in mind to ensure the most impacted and invested parties are at the table for this process?
 - Specifically, which impacted parties should be engaged and how do you recommend we reach them?
- For the training implementation strategies overall, what support do you think frontline workers would need to participate?

Training Implementation Strategy: Progress Update

Supportive Housing Services
Oversight Committee

May 19, 2025



Content

- Racial equity considerations
- Research
- Proposed implementation strategies
- Potential future directions

TCPB training goal

Goal: Service providers have access to the knowledge and skills required to operate at a high level of program functionality; the need of culturally specific providers will be prioritized through all program design.

Recommendation: Counties and Metro coordinate and support regional training that meets the diverse need of individual direct service staff, with sensitivity to the needs of BIPOC agencies.

The work of the counties

Clackamas County

- Housing First Response training is required for all providers (includes motivational interviewing, working with folks in crisis, homelessness diversion and more)
- Additional trainings in RLRA, Case conferencing, fair housing, mental health first aid and more

Multnomah County

- Assertive engagement trainers
- Equity Training Coordinator
- Domestic & sexual violence program specialist (TA & training focused)
- Proactive, enhanced training opportunities

Washington County

- On-demand trainings through Power DMS
- Provider training aimed at increasing culturally responsive service provision
- Learning series available to contracted providers
- Housing and Supportive Services Network monthly meetings for all

Metro's regional capacity team

- Formed in 2024 to support the ongoing and emerging needs of frontline service providers.
- Regional Training Opportunities
 - Support frontline workers with their training needs now while working to build a sustainable system for training access across the region.
- RFQu 4269
 - A first of its kind tri-county and Metro procurement to identify and build a bench of Technical Assistance consultants in 15 specialty areas.
- PSH TA Demonstration Project
 - Identifying opportunities for regionalizing technical assistance, learning best practices in PSH delivery from culturally specific providers, and helping clients stay housed by understanding which PSH interventions are necessary and helping to operationalize them.

Training goal update: Housing Service Worker Certification and research project





Metro

Racial equity considerations

Racial equity considerations

- **Client facing needs:** baseline level training that is widely accessible will help clients of color to receive a shared quality of care.
- **Agency to agency differences:** honoring provider expertise by taking note of what trainings are being accessed already for our program to be additive and not duplicative.
- **Ensuring the expertise of culturally specific providers is centered in both program design and implementation.**

Strategies to advance racial equity

- Increase the number of training access points regionally
- Allow for the creation of specific programming that is tailored to the needs of providers
- Increase awareness of the trainings already being delivered
- Offer a person-centered approach to training



Metro

Research

Research question

- What training resources currently exist in our region that encompass the fundamental skills that housing and homeless service workers need to be prepared for the work early in their careers?
- What new resources might need to be created to better support their training?

Potential Courses

Substance use, recovery and mental health	Housing service worker case management	Basics of housing system navigation	Diversity, equity and inclusion	Trauma-informed care and self care
<ul style="list-style-type: none"> • Boundary Setting • Crisis Intervention • Conflict Resolution • Emergency Response <ul style="list-style-type: none"> – Naloxone – First Aid – CPR – Mental Health First Aid • Recovery housing options • Relapse and relapse prevention 	<ul style="list-style-type: none"> • Benefits Navigation • Fundamentals of Case Management • Data Systems (HMIS and Community Services) • Financial Wellness Education • Employment services • Barrier reduction • Unconditional positive regard 	<ul style="list-style-type: none"> • Housing Systems • Vouchers • Rapid Rehousing • Eviction Prevention • Coordinated Entry • The Principles of Housing First • Sustainability in housing • Housing individuals with a legal record • Tenant rights 	<ul style="list-style-type: none"> • Cultural Humility • Implicit Bias • Power Dynamics • Harm Reduction • Honoring Lived Experience • History of racial exclusion in Portland • Self-awareness 	<ul style="list-style-type: none"> • Coping Strategies • Foundations of Trauma Informed Care and Trauma Intervention Programs • Employee Resilience and Self Care • Access to recovery support • Secondary trauma



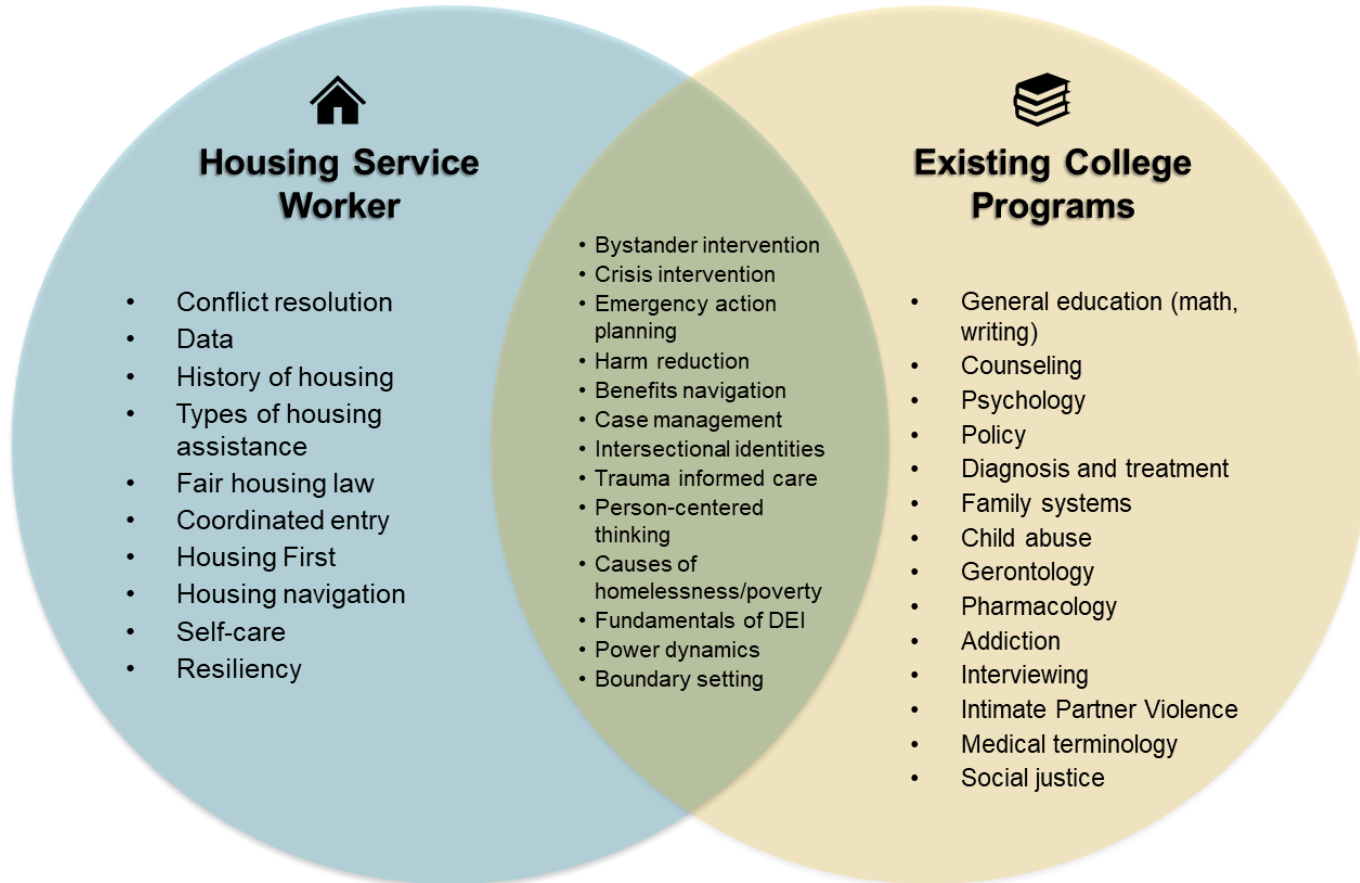
Metro

Post-secondary education programs

Post-secondary education programs

	Certificate	Length of program	Cost	Associate degree	Length of program	Cost	Bachelor's degree	Length of program	Cost
Clackamas Community College	Alcohol and Drug Counselor Career Pathway Certificate of Completion	3 months	\$2,400	Human Services Generalist Associate of Applied Science	2 years	\$12,700			
	Human Services Generalist Certificate of Completion	9 months	\$6,255						
Mt. Hood Community College	Behavioral Health Care Specialist Certificate	9 months	\$12,700	Mental Health Social Service and Addiction Counseling Associate of Applied Science	2 years	\$12,700			
	Youth Worker Certificate	1 year	\$6,200						
Portland Community College	Foundations in Human Services Career Pathway Certificate	3 months	\$2,200	Family and Human Services Associate Degree	2 years	\$12,000			
George Fox, Pacific, Portland State, University of Portland, and Warner Pacific							Bachelor of Social Work	4 years	\$47,500-\$227,000

Community college course overlap





Metro

Community and behavioral healthcare certifications

Healthcare certifications

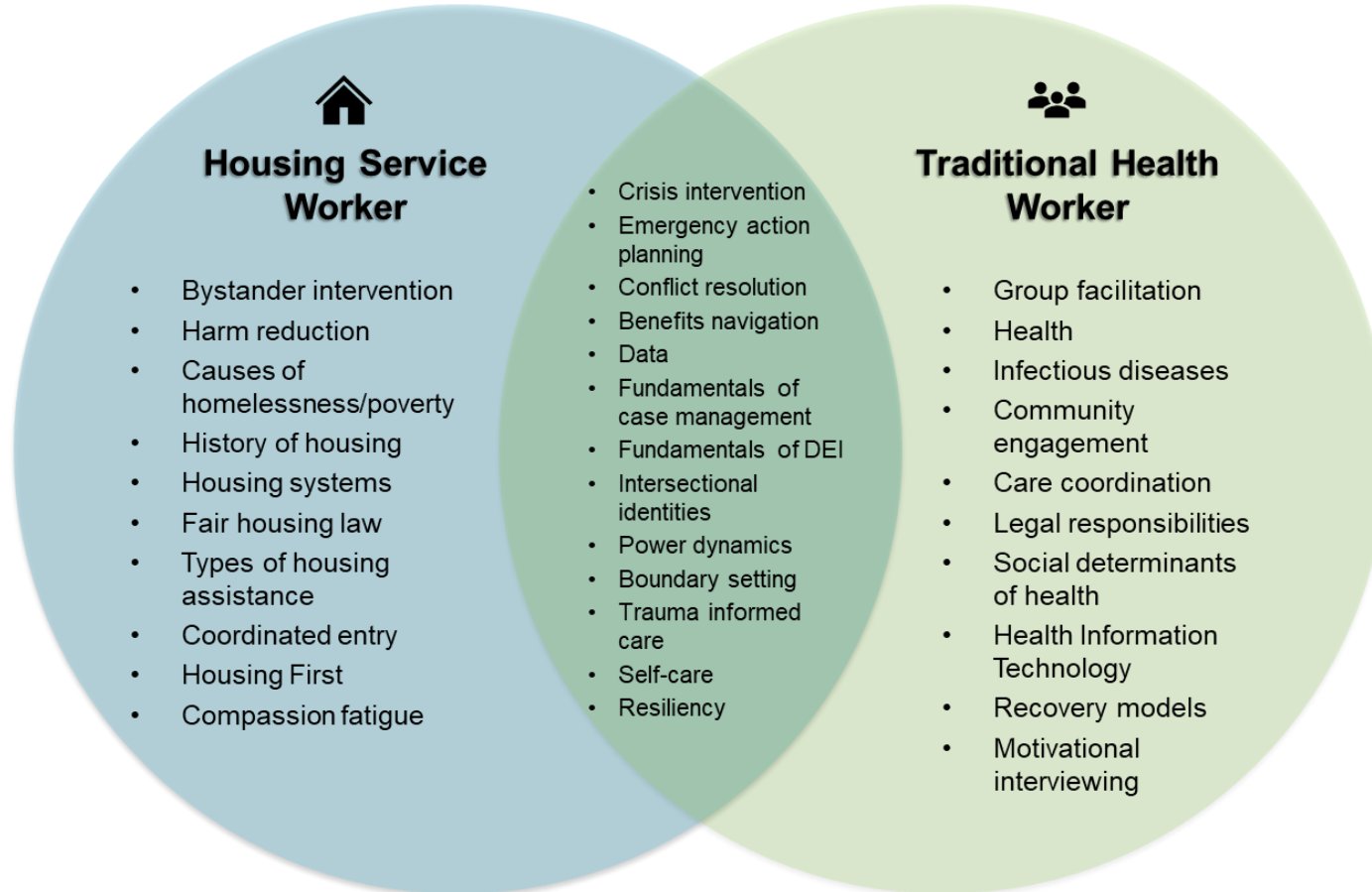
OHA Traditional Health Worker (THW)

- **Community Health Worker**
- **Peer Support Specialist**
- **Peer Wellness Specialist**
- Personal Health Navigator
- Birth Doula

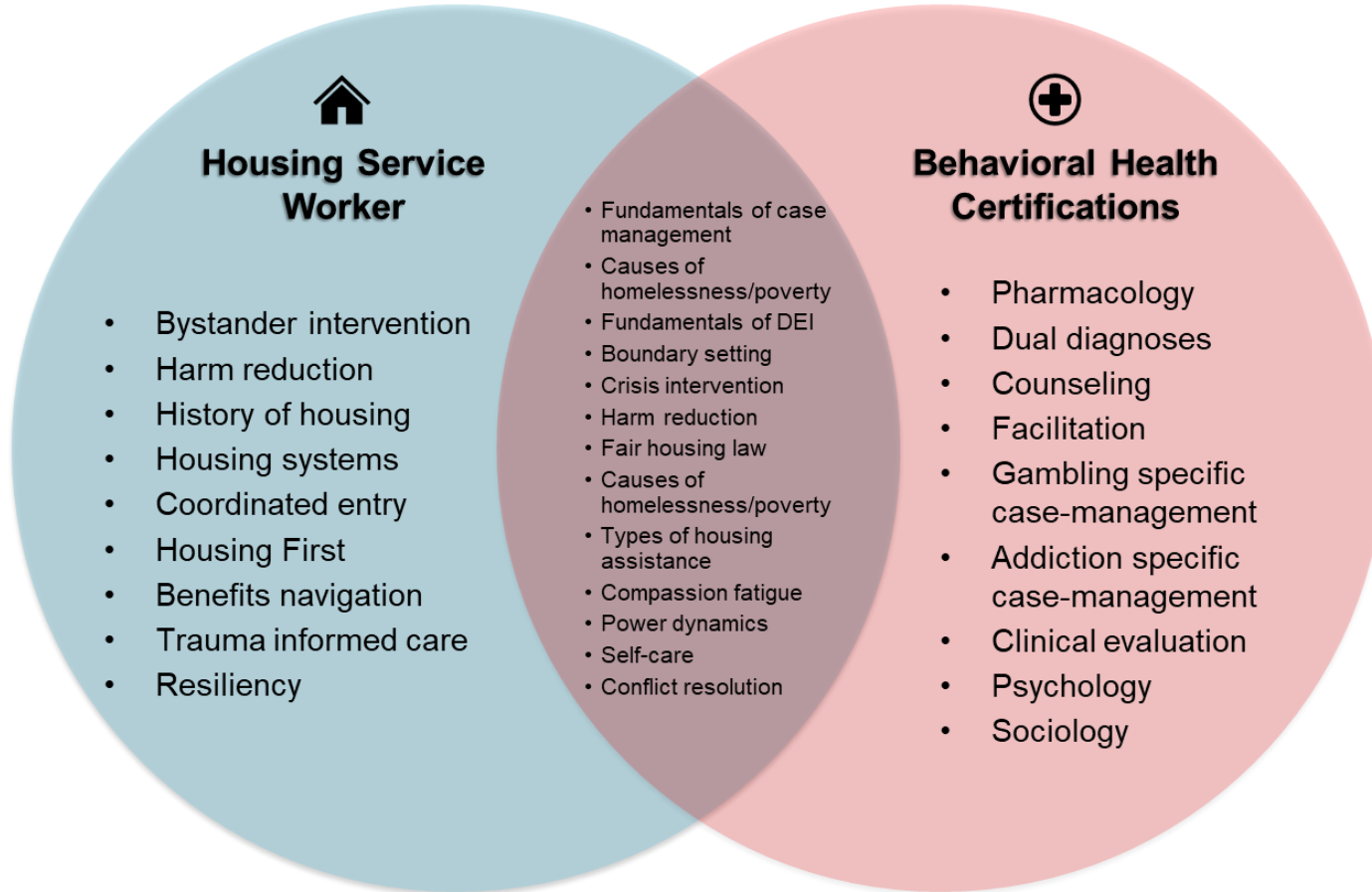
Mental Health and Addictions Certification Board of Oregon (MHACBO)

- Qualified Mental Health Associate
- Qualified Mental Health Professional
- Certified Drug and Alcohol Counselor
- Certified Gambling Addiction Counselor
- Certified Prevention Specialist
- **Certified Recovery Mentor**

Traditional Health Worker training overlap



MHACBO training overlap





Metro

Workforce boards

Workforce boards

- Clackamas Workforce Partnership (CWP) and Worksystems, Inc. (WSI)
- Responsibilities:
 - Oversee workforce development services
 - Convene impacted parties to address workforce issues
 - Manage one-stop career centers (WorkSource)
 - Create policies
 - Create workforce development programs
- Benefits of coordination with the workforce agencies:
 - Broad insight to workforce development, including recent housing-related efforts
 - Recruitment and retention
 - Possibility to braid funding
 - Career coaches
 - Program creation
 - Training collation

Workforce boards: Potential funding intersections

- Eligible Training Provider List (ETPL)
- Individual Training Account (ITA)
- Example: MHAAO's Peer Wellness Specialist training is ETPL approved, learners can have their 'tuition' covered by CWP or WSI

Proposed implementation strategies





Metro

Strategy #1

Partner with a community college to develop a training program for first year housing service workers

Description

- Partner with Portland Community College (PCC) to develop introductory training courses for new SHS service workers
- Courses will focus on:
 - Basics of housing service worker case management
 - Basics of housing system navigation
- PCC has most regional footprint, is most affordable, has existing curriculum that can be adapted and have been strong thought partners

Deliverables

- A tailored 40-hour introductory course, specifically designed to meet the unique needs of the region's providers, available for front-line housing service workers to enroll.
 - The initial costs, including enrollment of the first cohort will be paid by Metro's admin funds.

Potential for scalability

- Initial cohorts (current SHS service providers) will help refine the course; **future cohorts could be people who are interested in getting into housing service work**
- **Can develop additional courses:** e.g. 201 level training, management and leadership, and more
- Could be **replicated at other community colleges**; could become certification
- **Courses could be applied to traditional degree** through Credit for Prior Learning (CPL)
- Eligible Training Provider List (ETPL) could **access federal workforce funding**

Equity considerations

- **Curriculum development:** The feedback of impacted parties will be prioritized throughout the design of the training curriculum, and program more generally.
- **Instruction:** Allow for the identification of local instructors with experience in the field, emphasis on BIPOC instructors
- **Access:** Understanding the historic barriers that communities of color have experienced when attempting to access higher education

Equity considerations

Community college enrollment racial demographics

Racial demographic	Clackamas Community College	Mt. Hood Community College	Portland Community College*	2020 Census (Clackamas, Multnomah, and Washington Counties combined)
White	45.0%	50.0%	52.0%	66.7%
BIPOC	22.0%	-	40.0%	32.7%
Latino	14.0%	14.0%	19.0%	13.7%
Asian	4.0%	7.0%	8.0%	8.2%
Black or African American	2.0%	4.0%	5.0%	3.3%
Native American	1.0%	1.0%	1.0%	0.6%
Multicultural/ multi-ethnic	4.0%	4.0%	6.0%	6.4%
Native Hawaiian/ Pacific Islander	-	1.0%	1.0%	0.5%
Other	-	-	-	0.6%
Unknown	31.0%	19.0%	8.0%	-

Community college student support services offered

Student service	Clackamas Community College	Mt. Hood Community College	Portland Community College*
Academic help/tutoring	x	x	x
Basic needs/benefits support	x	x	x
Career planning	x	x	x
Counseling	x	x	x
Disability resources	x		x
Language support			x
LGBTQIA+ support			x
Multicultural resources	x		x
Undocumented student resources		x	x
Veterans' resources	x	x	x
Food pantry	x		x
Women's resources		x	x

**Pre-requisite education is not required for enrollment in PCC's CLIMB Center*

Budget proposal (approximate)

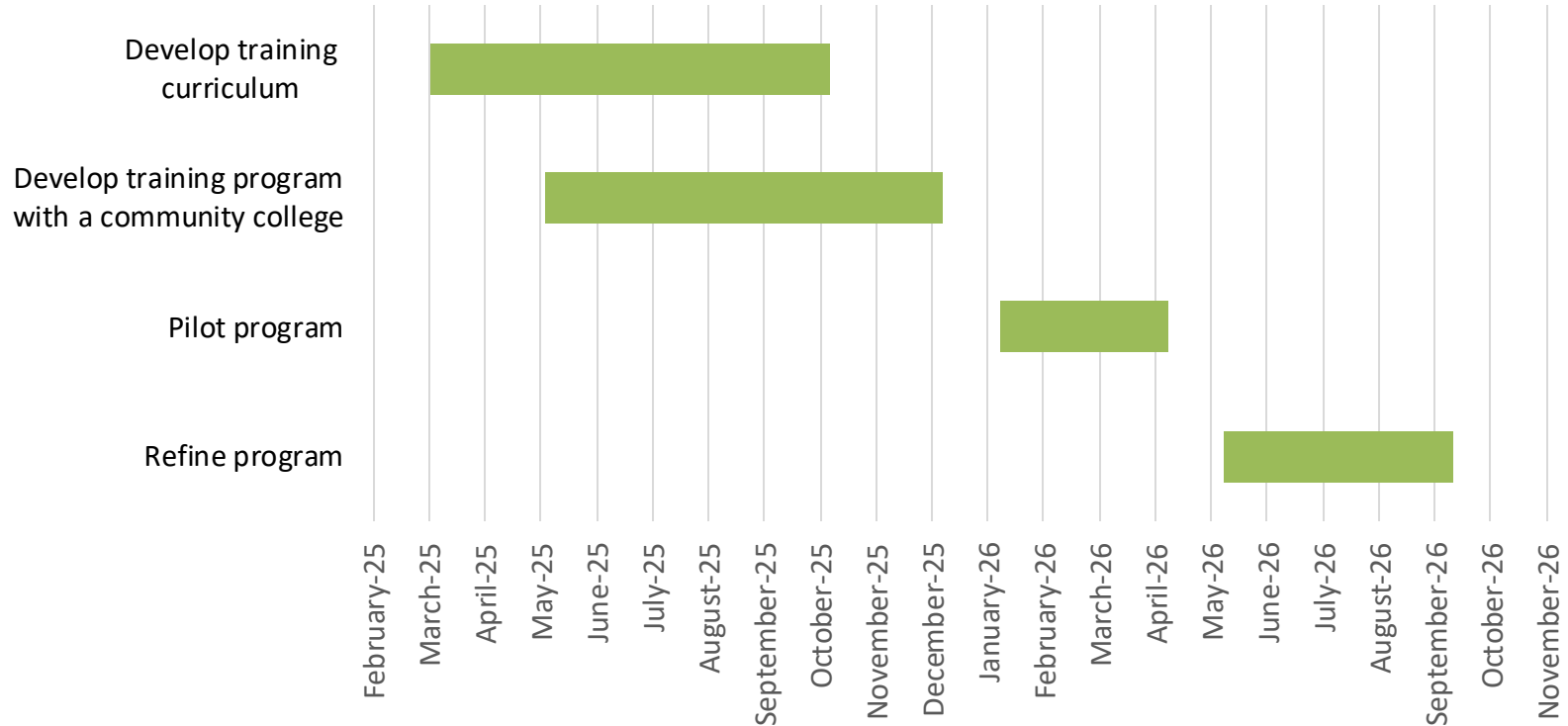
Description	Cost
Curriculum Development	\$25,000
Cost per cohort (First Cohort)	\$15,000
Curriculum refinement (approximate)	\$10,000
Cost per additional cohort in developed program	\$10,000
Development of on-demand courses	\$25,000
Total	\$85,000

Note: This budget is being provided by Metro's administrative funds and does NOT require RIF approval; budget subject to change based on RFP contracting processes.

Metrics

Goal	Metrics
A more well-trained front-line housing service worker workforce	<ul style="list-style-type: none">• Number of individuals who complete the course• Percent who found the course useful• Number of access points• Participant experience surveys, which take place 3 months after an individual has completed the course
A scaled initial introductory course	<ul style="list-style-type: none">• Course refined and launched for a second cohort (and beyond) from initial feedback with a continuous quality improvement philosophy• Additional interested parties have access to course (e.g. through workforce boards)
Additional courses developed	<ul style="list-style-type: none">• Additional courses are developed/cohorts launched based on the initial curriculum• Courses beyond the entry-level curriculum are developed (e.g. a housing leadership training academy for people becoming managers)

Project timeline highlights (Feb 2025-Sept 2026)





Metro

Strategy #2

Identifying and scaling up existing trainings



Metro

**County RIF requests for
Training and Technical
Assistance will be shared
at June's TCPB meeting
and brought to the SHS OC
upon approval**

On-Demand Training Pilot description

- **On-Demand Training Pilot:** Meet provider training needs today by offering free access to National Alliance to End Homelessness (NAEH), Corporation for Supportive Housing (CSH) on-demand trainings
 - Two staff per agency (frontline worker and a supervisor) – up to 15 agencies
 - Each takes seven on-demand trainings at their convenience over a two-month period
 - Complete a survey for each training
 - Complete a post pilot survey

Deliverables

- Develop an understanding of the usefulness of the on-demand programs offered by CSH and NAEH in providing adequate training to the region's front-line housing service worker workforce.
- A pilot report, providing recommendations for next steps based off feedback received from pilot program participants.
- Determination of whether a round 2 pilot is necessary or whether to consider scaling.
 - If a second iteration of the pilot does occur, the findings from the first round will help to guide subsequent efforts.

On-Demand Training Pilot

equity considerations

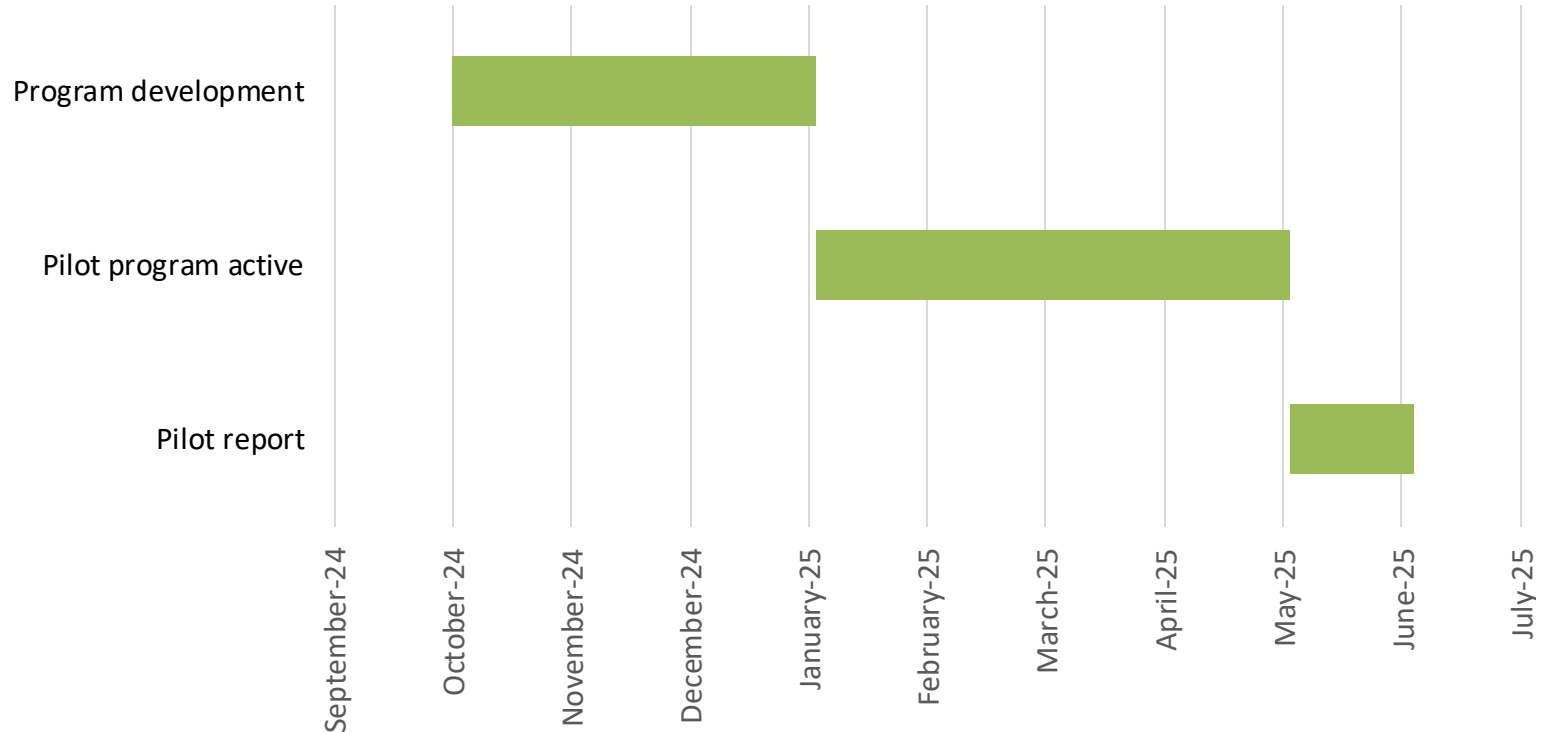
- Designed with equity in mind including a participation matrix
- Conducted intentional, direct outreach to SHS providers through multiple avenues
- On-demand trainings are immediately available

Budget

Description	Cost
NAEH Trainings (30 people)	\$5,600
CSH Trainings (30 people)	\$3,000
Total	\$8,600

Note: This budget is being funded by Metro's administrative funds and does NOT require RIF approval; budget subject to change based on RFP contracting processes. This program is currently a pilot. If the results demonstrate that it should be scaled, future funding will be determined.

Project timeline highlights (Dec 2024-June 2025)



On Demand Training metrics

Goal	Metrics
Determine the effectiveness of the on-demand training programs offered by CSH and NAEH in meeting the training needs of the region's providers.	<p>From post course survey:</p> <ul style="list-style-type: none">• Percent of participants who agreed that the training content effectively prepare you for the responsibilities of a front-line housing service worker.• Percent of participants who feel confident in applying the skills learned from this course in a real-world housing service worker role. <p>From post pilot survey:</p> <ul style="list-style-type: none">• Percent of participants who found that the training program prepared them for a front-line housing service worker role.• Percent of participants that found the skills and knowledge covered in the training course to be relevant and applicable to the challenges faced by front-line housing service workers.• Percent of participants who found the virtual format for delivering this type of training to be effective.• Percent of participants who would recommend this training program to others interested in a front-line housing service role.

Note: this is a pilot program and, if scaled, the metrics will mirror those of a more well-trained workforce, which appear in Implementation strategy #1.



Metro

Potential future implementation strategies

Potential future implementation strategies

- **Additional opportunities to scale existing regional trainings:** Develop an understanding of the training programs available and how they are being utilized by providers. Potential to create a training website.
- **Partnering with workforce board:** Partnering with a workforce board may help with ongoing recruitment, internship, and job placement for the community college program.
- **Intersections with existing behavioral and community health certifications:** Create either a housing-specific curriculum to add to initial certification courses or housing-specific Continuing Education units (CEUs)

Engagement Questions

- As we embark on the next steps for moving these implementation strategies forward, what else should we consider?
- The next step for the community college program is curriculum development:
 - What considerations should we keep in mind to ensure the most impacted and invested parties are at the table for this process?
 - Specifically, which impacted parties should be engaged and how do you recommend we reach them?
- For the training implementation strategies overall, what supports do you think frontline workers would need to participate?

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Housing Communications Monthly Report – April 2025

The Housing Department's Communications team is working on several stories across Metro news, social media, paid community media, email marketing and earned media.

Metro News

[Affordable housing advocate honored in naming of new apartment community](#)

Highlight: *"Plambeck Gardens is named in honor of the late Doug Plambeck, who championed affordable housing development in greater Portland as a founding member of Community Partners for Affordable Housing and board treasurer for over 25 years. Plambeck was committed to bringing more affordable housing to Tualatin — where he and his family lived for many years — and he played a key role in helping CPAH acquire the land for this development."*

[Innovative affordable apartment community opens in Montavilla](#)

Highlight: *"Northeast Portland's Montavilla neighborhood is now home to an innovative new affordable housing campus. [...] The site hosts two residential buildings with a variety of program and community spaces, assembled around a central courtyard."*

Email marketing

The [April Metro Housing newsletter](#) focused on two new bond-funded projects and discussed Multnomah County Homeless Services Department's new data dashboard.

Earned media

In April, the Housing Department celebrated the grand openings of two affordable housing bond-funded complexes that received coverage from seven different outlets, including **a story on KGW that relied entirely upon Metro-produced b-roll** (b-roll is footage of a property and event that we produce and share with local TV news stations). For these events, Metro worked with our partners at Portland Housing Bureau and Washington County to create joint press releases and advisories that were sent out to local media.

Glisan Landing brings 137 new affordable homes to Montavilla

[Montavilla News](#) | [The Registry](#) | [KGW](#) (featuring Metro b-roll)

Plambeck Gardens brings 116 new affordable homes to Tualatin

[KGW](#) | [Carpenter Media Group newspapers](#) | [The Registry](#) | [Hoodline](#)

In addition, the **M Carter Commons** March groundbreaking received additional coverage in April: [Portland Medium](#) | [Daily Journal of Commerce](#)

In April, Housing Department comms continued to work with jurisdictional partners and providers to pinpoint SHS stories, resulting in several pitches that will be deployed in the coming months.



Marketing

‘Metro believes home is everything’ campaign

The ‘Home is everything’ campaign includes two versions of a word animation performance display ad across the web, as well as social ads on OregonLive.com, both facilitated by the Oregonian Media Group. In April, the performance display ad campaign achieved 630,405 impressions with a click through rate (CTR) of .84% – its highest CTR yet. The performance display ads that appear across the web garnered a CTR of 1.07%. For comparison, Metro’s Hazardous Waste performance display campaign is achieving a .41% CTR and Metro’s transit survey ads a .53% CTR. All are well above the benchmark of .18% CTR. The ‘Home is everything’ campaign resulted in 5,295 clicks, nearly 4,000 website sessions, and a total of 3,595 first-time visits to the website. An additional 1,821 visitors were acquired through attribution, meaning they saw the ad and then visited the website within the next 30 days.

Search Engine Marketing

As part of Metro’s broader SEM campaign, the housing department has begun to utilize SEM advertising. SEM is sponsored search results in Google that appear when housing and services related terms are searched for in the tri-county area. Because this is part of a broader campaign, it has not been prioritized, however we are exploring ways to increase its reach. In April, we achieved 809 impressions with a CTR of 11.74% and a CPC of \$0.40. The benchmark CTR on SEM is 3.17%, so this campaign is also well above benchmark.

Social media

The communications team published social media content recently on the opening of [Glisan Landing](#) in Southeast Portland’s Montavilla neighborhood and [Plambeck Gardens](#) in Tualatin.

Up and coming

The housing communications team is working with developers and contractors to hang sets of two informational banners at several local bond-funded construction sites throughout the region. One banner will provide information about the project specific to the site, including the number of units and bedrooms. The other banner will provide general bond information and display a QR code that links to the Metro housing website with a choice of five languages: English, Spanish, Simplified Chinese, Vietnamese and Russian.

The housing department will be running a public education campaign on 20 TriMet bus shelters throughout the region from June through August. They will highlight the important work of the bond and SHS fund in our community.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | May 2025

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	Implementation Strategies Status	Progress
<i>Regional Landlord Recruitment</i>	<i>Implementation Strategies approved by TCPB (03/13/2024)</i> <i>Implementation strategies (4 of 5) underway. Strategy 3 (24/7 Hotline to launch in December)</i> <i>Next Quarterly Report in June 2025</i>	<i>As part of the Plan's Strategy #1: Communication and education plan, Metro have created a webpage on Metro's website with information on county landlord financial incentive. Metro has contracted with a consultant, Le Chevallier Strategies, for a communications campaign focused on landlords. Metro is working with Focus Strategies (FS), a consultant, on Strategy #2: Align financial incentives and Strategy #5: Investigate needs for property management. FS has completed many interviews with experts both within and outside the Metro region in the process of researching these two strategies. FS will provide two memos, one for each strategy, to the TCPB by the end of July. Multnomah County continues to make progress on Strategy # 3: tracking and access to unit inventory. They have launched a pilot using Housing Connector and are analyzing initial outcomes data. Clackamas County has not yet begun work on Strategy #4: prioritize quality problem-solving services, and they plan to launch a hotline for landlords in December, 2025. All counties and Metro meet monthly to update each other on progress, share ideas, and problem-solve.</i>
<i>Coordinated Entry</i>	<i>Implementation Strategies approved by TCPB (10/09/2024)</i>	<i>Work on the four strategies outlined in the CERIP has begun, and counties and Metro collaborate across all strategies. For Strategy #1: Regionalize visibility of participant data,</i>

Implementation strategies (4 of 4) underway.

Next Quarterly Report in April 2025

conversations with regional HMIS administration are on-going. For Strategy #2: align assessment questions, counties and Metro continue to discuss details of aligning assessment questions. For Strategy #3: Regionalize approaches to prioritization for racial equity, counties have learned about each other's approaches and metro is conducting research on similarities and differences in racial/ethnic demographic information among the three counties. For Strategy #4: regionalize approach to case conferencing, county CE staff are observing each other's case conferencing meetings and will bring learnings to a shared discussion. All counties and Metro meet monthly to work through the steps of the implementation plan, share ideas, and problem-solve.

Healthcare system alignment

Implementation Strategies approved by TCPB and SHS OC in April 2025

Implementation underway

First Quarterly Report in September 2025

Following unanimous approval by the TCPB and SHS OC, Metro staff and our partners are moving into implementation, including expansion and/or re-establishment of working groups. An initial partner kick-off meeting for Strategy 1 (regional coordination of medical respite/recuperative care) took place on May 5. Strategy 2 (Regional Integration Continuum/case conferencing/care coordination) is guided by an expanded table of jurisdictional, health, and housing provider partners, convened by the Metro-funded team at Health Share. For strategy 3 (regional data sharing coordination), we are working with partners to determine scope and cadence for the regional workgroup. Metro staff is engaged with staff at the Portland-Multnomah Homelessness Response Action Plan (HRAP) to ensure ongoing coordination and collaboration.

Training

Implementation Strategies will be presented at May TCPB meeting with final approval

Metro and the counties continue to collaborate on implementing the training goal, which we are excited to present to the TCPB

(including county training RIF requests) in June 2025

this month with a follow up vote on the full implementation strategy and county training and TA RIF requests coming in June. This month's packet also includes the final draft of the research paper on available trainings in the region that Metro staff have been developing since last summer. In preparation for the implementation strategy presentation, last month Metro and the counties met to complete a racial equity lens analysis on the training implementation strategies, which built off the racial equity analysis for training Metro's regional capacity team conducted last fall.

Immediate trainings being offered: Work is happening now to advance trainings throughout the region. In early January, Metro's regional capacity team launched a pilot project to assess the effectiveness, value, and regional scalability of the on-demand trainings available through the National Alliance to End Homelessness and the Corporation for Supportive Housing. In total, two staff at 15 agencies are taking seven training courses and share their feedback to inform future implementation for Metro and the counties. The pilot report, which will include findings and recommendations, should be released in summer 2025.

Technical Assistance Implementation Strategies approved by TCPB (2/12/2025)

First quarterly report in June 2025

Counties TA RIF requests under development and presentation for June 2025

The Technical Assistance Implementation Strategy was approved by the TCPB on 2/12/2025. Metro staff will continue to work with the counties to gather counties' TA RIF requests.

The Permanent Supportive Housing Technical Assistance Demonstration and Research project aims to identify opportunities for regionalizing technical assistance, learn best practices in PSH delivery from culturally specific providers and

support the regional goal of helping clients stay housed by understanding which PSH interventions are necessary and helping to operationalize them.

Metro is in final negotiations with the consultants to provide technical assistance support to the PSH providers and facilitate the community of practice cohort, and, thanks to evaluation support from the counties, is finalizing the notification and grant agreement process with the four PSH providers who will participate in the project. The primary goal is to identify one service provider from each county, the majority of whom are culturally specific.

Metro anticipates pairing the providers with their consultants and launching the cohort before the end of this fiscal year.

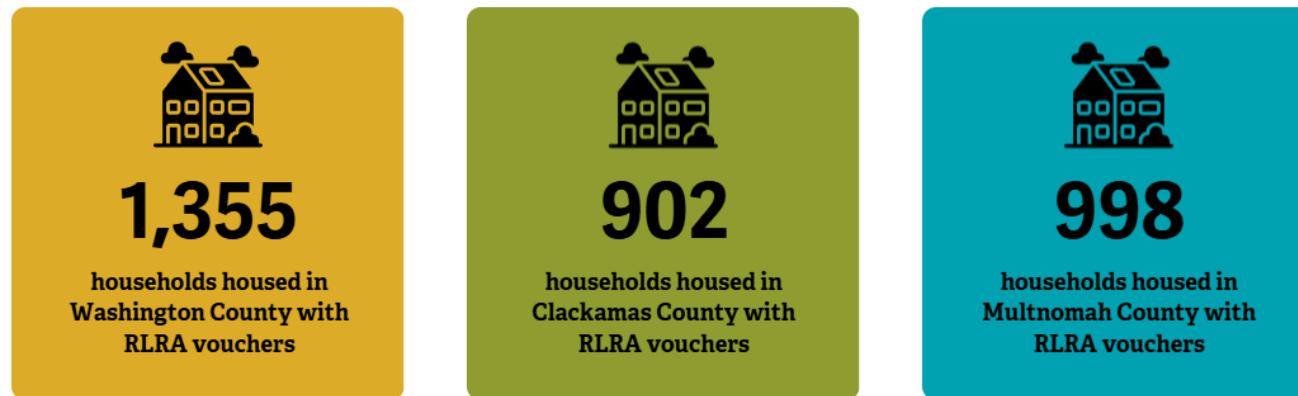
In April we held a productive work session with providers and county partners, working in partnership with the HereTogether coalition, to discuss challenges and opportunities to work toward a livable wage standard over time while also developing regional alignment of contract policies. We heard from providers that they want to be included in laying the necessary groundwork and working through the complexities, and that this issue needs to be escalated to elected leaders with accountability and timelines for action. We will continue to engage providers and other partners to finalize the regional plan, which is scheduled to come to TCPB in June.

<i>Employee Recruitment and Retention (ERR)</i>	<i>Implementation Strategies scheduled to be presented at June TCPB meeting</i>
	<i>Implementation strategies under development</i>
	<i>First Quarterly Report TBD depending on timing for strategy approval</i>

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

Existing REGIONAL PROGRAMS AND COORDINATION EFFORTS

****Households housed through the RLRA program as of December 31, 2024:***



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>

**As of 8/15/2024, Metro has updated the way numbers are reported on our SHS dashboards. Beginning at the end of Year 3, Metro has shifted to reporting the number of households served with SHS resources. We are no longer reporting the number of people served, as several people can be members of the same household which has been served with SHS resources. Please note: This will cause the number on the dashboard to appear smaller, even though SHS service levels have only continued to increase.*

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' [FY2023-24 Regional Annual Report](#)

Health and housing integration: In addition to, and in coordination with, the TCPB-directed regional strategies in this goal area, counties have worked together on initiatives to support health and housing systems integration. This includes the implementation of the Medicaid 1115 Demonstration waiver, which allows certain housing services to be covered by Medicaid.

Regional data systems and standards: Metro and the counties worked together to align regional data collection and reporting. This included refining report templates and developing clearer definitions and shared methodologies. Progress was made on a data sharing agreement between Metro and Counties. Continued work to align definitions and strengthen data reporting is ongoing, with a focus on PSH and Populations A and B. Further work is planned to refine regional outcome metrics and develop a framework for assessing progress toward regional goals. To facilitate Multnomah county's transition to central administration of the region's Homeless Management Information System (HMIS), county data teams coordinated closely to regionalize HMIS policies, procedures and intergovernmental agreements (IGAs).

Regional long-term rent assistance (RLRA): A workgroup with representatives from the counties and Metro has been meeting monthly since 2021 to problem-solve, share learning, develop regional templates, and develop and update regional policies and guidelines for RLRA administration. A regional data team meets regularly to develop coordinated data collection, reporting tools, and methodologies. Their reports are shared with the RLRA workgroup as a continuous improvement effort.

Best practices and shared learning: The three counties engage in regular leadership conversations and workgroups to share lessons learned and promote common approaches. For example, tri-county regional equity meetings provide a venue for sharing best practices and insights and aligning SHS equity strategies across the region. Monthly Built for Zero (BfZ) meetings bring together representatives from the three counties and Metro to collaborate and learn from one another's implementation of the Built for Zero initiative.

Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services (SHS) Tri-County Planning Body Meeting
Date: April 9, 2025
Time: 4:00 PM – 6:30 PM
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will discuss and vote on the Healthcare Alignment Implementation Strategies and receive a presentation on the SHS Oversight Committee's Annual Report.

Member attendees

Co-chair Steve Rudman (he/him), Yoni Kahn (he/him), Yvette Marie Hernandez (she/her), Cameran Murphy (they/them), Cristina Palacios (she/her), Mindy Stadtlander (she/her), Sahaan McKelvey (he/him), Monta Knudson (he/him), Nicole Larson (she/her)

Absent members

Co-chair Mercedes Elizalde (she/her), Eboni Brown (she/her), Zoi Coppiano (she/her)

Elected delegates

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

Absent delegates

Clackamas County Chair Tootie Smith (she/her)

Metro staff

Michael Garcia (he/him), Abby Ahern (she/her), Liam Frost (he/him), Ruth Adkins (she/her), Valeria McWilliams (she/her), Patricia Rojas (she/her)

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.

Summary of Meeting Decisions

- The TCPB approved the March meeting summary.
- The TCPB approved the Healthcare System Alignment Implementation Strategy.
- The TCPB approved the amended RIF motion.

Welcome and Introductions

Ben Duncan, Kearns & West, welcomed attendees and reviewed the meeting agenda and logistics.

Tri-County Planning Body Meeting Summary

Patricia Rojas, Metro, announced she will be stepping down as Regional Housing Director, and her last day will be May 2nd, 2025. She thanked Tri County Planning Body (TCPB) members for serving on the body and reflected that high-level systems change is possible.

Many TCPB members reflected on Patricia's contribution to the housing sector and thanked her for her work.

Co-chair Steve Rudman provided opening remarks and reflected on the importance of integrating healthcare and housing systems.

Decision: Co-chair Rudman, Yoni Kahn, Yvette Marie Hernandez, Cameran Murphy, Cristina Palacios, Mindy Stadtlander, Sahaan McKelvey, Monta Knudson, Nicole Larson, Washington County Chair Kathryn Harrington, and Multnomah County Chair Jessica Vega Pederson **approved the March meeting summary.**

Public Comment

Written public comment was received (see [page 12 in the meeting packet](#)).

Conflict of Interest

Cristina noted that Housing Oregon is on Metro's contractor list and could potentially receive future Supportive Housing Services (SHS) funding.

Yvette noted that she works for Home Forward, which receives SHS funding but participates on the TCPB as a community member.

Yoni noted that his employer, Northwest Pilot Project, receives SHS funding, but that he serves on the TCPB to share provider perspectives and does not represent his employer.

Mindy declared a conflict of interest as Health Share and Metro work together on health and housing integration, and stated she will abstain from the Healthcare System Alignment Implementation Plan vote.

Cameran shared that they work for Boys and Girls Aid, which receives SHS funding.

Monta stated that JOIN receives SHS funding.

Sahaan stated that Self Enhancement Inc. (SEI) receives SHS funds. He noted that SHS does not fund his position and that he serves on the TCPB to share provider perspectives.

Healthcare System Alignment Implementation Strategy

Presentation

Ruth Adkins, Metro, shared the Healthcare System Alignment Implementation Strategy results from the work Metro, Health Share, county partners, and Homebase have been doing. She noted that the partner table is being expanded, and reviewed the Healthcare System goal and recommendation language.

Ruth noted that there is work underway to implement Oregon's health-related social needs (HRSN) benefit, created through the state's Medicaid 1115 waiver. She highlighted that this work is separate but parallel to the work in the Implementation Strategy.

Tri-County Planning Body Meeting Summary

Acacia McGuire Anderson, Clackamas County; Lori Kelley, Multnomah County; and Leslie Gong, Washington County, shared highlights of health and housing integrations at the county level. They reflected that each county's integration team has expanded, case conferencing has been successful, and HRSN implementation has begun.

Adam Peterson, Health Share, shared that Health Share covers about 25% of individuals in the Portland metro region. He reviewed Health Share's approach to bridging system gaps, which is focused on the HRSN benefit, High Acuity Behavioral Health Initiative, and Regional Integration Continuum (RIC).

Adam reflected that healthcare and housing systems are serving the same people, and system alignment is needed to serve them effectively. He reviewed the High Acuity Behavioral Health Initiative, which serves those with substance use disorders and/or a diagnosis of psychosis by using an ecosystem clinical portfolio. Adam reviewed the key functions and components of RIC success, including legal and relational infrastructure, data centralization, and case conferencing.

Ruth shared that the three implementation strategies emerged from a landscape analysis and county-level work. Ruth detailed each key strategy's vision, activities, timeline, and deliverables. The three strategies are:

1. Develop a Regional Plan for Medically Enhanced Housing and Shelter Models
2. Establish Regional Support for Cross-System Care Coordination
3. Build Regional Cross-System Data Sharing Infrastructure

The overall timeline for phase one would start in March and end in December 2025, with an interim progress report in September and a report refining the strategies in December. Funding from the Regional Investment Fund (RIF) would support county health/housing integration staff and consultants and Washington County's medical respite program for FY25- 26 for a total of \$1.8 million.

Round Table Discussion

Ben facilitated a roundtable for TCPB members to ask any questions and share their thoughts.

- **Comment, Yoni:** This is complicated work, and this concept has widespread community support. The integration of housing and healthcare is crucial to facilitate the efficient use of housing resources. The impact of this proposal hits every part of the housing service continuum and will stabilize individuals using resources from different systems. It is critical to share information between housing and healthcare systems to support individuals.
- **Comment, Mindy:** I agree with Yoni's comments. The complexity of the needs of community members is different now than when the systems were first created, and it is important to ensure the health and housing systems are working together.
- **Question, Cameran:** After ten years and access to education, I was able to figure out how to use the system, and I now try to help end users navigate the systems. Case conferencing is great and reaches those who have been engaged in care. We still need to reach those who are not participating in care and have a higher acuity, as they have been disengaged from care. How do we do that? Homeless Management Information System (HMIS) is complicated; if individuals do not want to share information, how will we get that information to share? Will there be a pilot?

Tri-County Planning Body Meeting Summary

- **Health Share response, Adam:** Agencies have to sign individual data sharing agreements, which will then fold into a large-scale analysis for housing security to understand populations and learn trends. Culturally relevant services are important to the process. For the health care system to have data, someone will need to check that box that says housing insecure. I am happy to talk offline.
- **Multnomah County response, Lori:** A lot of our data sharing is on the back end or data analysis to understand what is going on in the system. HMIS is complicated, and we want to make our system easier to navigate. Our system will have fields we want, and if individuals are willing to share that information can be added. Privacy is a major consideration, and we want folks to feel safe and not ask for information they may not want to give.
- **Question, Cristina:** I am concerned about information being gathered for immigrants and refugees, who are doubled up and have difficulty finding units due to their legal status. What is the plan to help those individuals who will be more afraid of sharing that information?
 - **Metro response, Ruth:** Immigration status is not information that is collected. Trusted relationships with health care providers are critical and need to be built. Case conferencing is Health Insurance Portability and Accountability Act (HIPAA) compliant and trauma-informed. Individuals have to consent to case conferencing in Clackamas County.
- **Comment, Nicole:** I am enthusiastic about this plan. These strategies will better serve populations in the medical, behavioral, and housing systems and not silo the work. The strategies sound trauma-informed and person-centered. Case conferencing can be very effective.
- **Comment, Yvette:** I am excited for the work to come. This will help support housing those with psychosis or substance use disorders find vouchers and receive the healthcare they need.
- **Comment, Monta:** I support this, and the system needs this.
- **Comment, Multnomah County Chair Vega Pederson:** This clarifies the housing and health connection and is part of Multnomah County's homeless response system.
- **Comment, Washington County Chair Harrington:** This strategy is very well thought out.
- **Question, Sahaan:** I did not hear any red flags and love the concept of integration for these two systems. When I was doing direct service, the lack of integration would enhance my frustration. Part of this integration work should identify gaps in the needs and resources and capacities we can provide, and identify how to fill those gaps. In a perfect world, I do not want to see housing funds going to health treatment, as we have health system funds.
 - **Metro response, Ruth:** That is part of the work ahead of us, which we will need to figure out.
 - **Response, Mindy:** The better we get at this, the better advocates we are, which will help us be more precise in knowing what we need and allow us to better ask for and receive those resources.
- **Question, Co-chair Rudman:** These systems are complicated, and I look forward to their integration. It is important to set up systems so that when funding comes, dollars can be infused quickly. What is the relationship of this work to the Medicaid waiver?
 - **Metro response, Ruth:** The waiver has a lot of the same folks working on it, but it is not a regional strategy, as we think we can be most effective with the focus on the three identified strategies.
- **Comment, Metro Councilor Lewis:** This work is well thought out, and I share concerns about data privacy. It will be hard work, but it is worth doing.

Tri-County Planning Body Meeting Summary

- **Question, Washington County Chair Harrington:** What is one thing you want Metro Council to understand about this strategy? Incredible work is going into each plan, but I think we are forgetting to develop an elevator pitch, and we need to get better at that.

Decision: Washington County Chair Harrington motioned to approve the Strategy as presented, Sahaan seconded. Mindy abstained. Co-chair Rudman, Yoni, Yvette, Cameran, Cristina, Sahaan, Monta, Nicole, Washington County Chair Harrington, Metro Councilor Lewis, and Multnomah County Chair Vega Pederson **approved the Healthcare System Alignment Implementation Strategy.**

SHS Oversight Committee Annual Report Presentation

Yesenia Delgado, Metro, reviewed the role of the SHS Oversight Committee and its annual review process. She reviewed the 10-year regional goals to reduce barriers to housing stability, connect 5,000 households to permanent supportive housing (PSH), and stabilize 10,000 households in permanent housing.

Yesenia shared key highlights and performance from FY24, including exceeding goals for rapid rehousing placements, homelessness prevention, and shelter creation. PSH placements and supportive housing units brought into operation goals were not met.

SHS Oversight Committee Co-chair Mike Savara reviewed revenue collection and expenditures. He shared that key challenges are the growing need, as for every 10 households that leave homelessness, 15 enter; competing funding priorities; financial oversight; and regional evaluation to be able to track regional goals, tell success stories, and invest in interventions that work.

Co-chair Savara reviewed the Oversight Committee's recommendations for FY24, including data integrity and evaluation, provider partnerships, regional priorities, oversight and accountability, and jurisdictional partnerships and decision making.

Co-chair Rudman reflected that it is important for TCPB members to know what the Oversight Committee is working on.

Valeria McWilliams, Metro, noted that TCPB members can share any thoughts and feedback in the post-meeting survey.

RIF Proposal Updates

Liam Frost, Metro, acknowledged the confusion that occurred at last month's meeting and shared that Metro staff, county staff, and the Metro attorney collaborated on motion language to clarify last month's vote. The clarified motion language does not require plan amendments or code changes and does require annual reporting. Metro staff proposed a motion on a slide, which is captured below, and asked for the TCPB to move to adopt the motion as is or to amend the motion before voting.

Motion: I move that the Tri-County Planning Body approve the one-time use of RIF carryover as proposed in the letter to this body from Clackamas, Multnomah, and Washington Counties dated March 12th, and that the TCPB determines these investments to be regional in nature. In particular, the TCPB finds that:

Tri-County Planning Body Meeting Summary

1. The use of \$8.5 million of carryover for Clackamas County's will support a pilot program that aligns with the Coordinated Entry regional goal.
2. The use of \$9 million of carryover for Washington County's transition fund supports the Employee Recruitment and Retention regional goal by supporting the homeless services workforce through slower program reductions, outplacement services, FTE ramp down resources for organizations, and more.
3. As referenced in the March 13 meeting facilitator notes, Multnomah County's motion to use RIF funds was approved as proposed and presented at the March 12 TCPB meeting and no further action is required.
4. In lieu of quarterly reporting, the counties will report back on use of these funds annually to the SHS Oversight Committee.

Decision: Monta moved to adopt the amended motion as presented, Yoni seconded. Co-chair Rudman, Yoni, Yvette, Cameran, Cristina, Mindy, Sahaan, Monta, Nicole, Washington County Chair Harrington, Metro Councilor Lewis, and Multnomah County Chair Vega Pederson **approved the amended RIF motion as presented.**

Co-chair Rudman emphasized the importance of these funds being one-time only. He noted the *Update on SHS Reform process memo* (see [page 111 in the meeting packet](#)) sounded like Metro may be considering one-time requests for Metro admin funding to go towards counties and cities.

Liam responded that Metro is considering an ordinance brought to the Council years ago to allow Metro admin funding to be used for one-time requests.

Councilor Lewis clarified that the ordinance is in perpetuity, but the funds should be treated as one-time only.

Coordinated Entry Quarterly Progress Report Update Q&A

Abby Ahern, Metro, provided a brief overview of the Coordinated Entry progress report and noted that this format would be used for all TCPB goals. She asked if there were any questions or feedback.

- **Question, Washington County Chair Harrington:** What is CQI?
 - **Metro response, Abby:** Continuous quality improvement.
 - **Metro response, Valeria:** We will be sure to spell out acronyms.
- **Question, Cameran:** For strategy two, it says quarterly, but it seems like we should be able to have results available. It would be helpful to have something that clearly designates status, and if something is blank, explain why it is blank, and use plain language.
 - **Metro response, Abby:** I will add the baseline into the table. We need to establish the baseline before we can measure the difference from implementation. I can update the title and status updates.
 - **Metro response, Valeria:** The report headlines match the SHS timeline.

Closing and Next Steps

Co-chair Rudman provided closing remarks and asked to receive a Metro Council President's work group update in addition to the training implementation strategy agenda item.

Tri-County Planning Body Meeting Summary

Valeria confirmed that it would be on May's agenda.

Next steps include:

- TCPB members to provide any additional feedback on the quarterly progress report template to Metro.
- Metro to update the quarterly progress report template.
- Next meeting: May 9, 4:00-6:00 pm
 - Training implementation strategy
 - Metro Council President's work group updates

Adjourn

Adjourned at 6:28 p.m.