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Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: July 22, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom link)
Purpose: Metro tax collection and disbursement; Multnomah County Corrective Action Plan (CAP) update through May; presentation and discussion on Metro's permanent supportive housing work; and discussion on the regional housing funding recommendation.

9:30 a.m. Welcome and introductions
9:45 a.m. Conflict of Interest declaration
9:50 a.m. Public comment
10:00 a.m. Update: Metro tax collection and disbursement
10:05 a.m. Update: Multnomah County Corrective Action Plan
10:15 a.m. Presentation and discussion: Permanent supporting housing
10:50 a.m. Break
11:00 a.m. Discussion: Regional housing funding process update
11:55 a.m. Next steps
12:00 p.m. Adjourn



Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting
Date: June 24, 2024
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Metro tax collection and disbursement; Multnomah County Corrective Action Plan (CAP) update through April; discussion on draft county work plans for fiscal year 2024-25; and discussion on the regional housing funding process.

Member attendees

Jim Bane (he/him), Mitch Chilcott (he/him), Co-chair Susan Emmons (she/her), Dan Fowler (he/him), Cara Hash (she/her), Felicita Monteblanco (she/her), Peter Rosenblatt (he/him), Jeremiah Rigsby (he/him), Mike Savara (he/him)

Absent members

Jenny Lee (she/her), Carter MacNichol (he/him), Margarita Solis Ruiz (she/her), Co-Chair Dr. Mandrill Taylor (he/him)

Elected delegates

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

Absent elected delegates

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

Metro

Israel Bayer (he/him), Yesenia Delgado (she/her), Liam Frost (he/him), Breanna Hudson (she/her), Valeria McWilliams (she/her), Sandi Saunders (she/her)

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chair Susan Emmons provided welcoming remarks and shared a story about an individual supported by SHS funding.

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

Co-chair Susan Emmons announced that the August meeting will be her last meeting.

Committee members and Metro staff shared appreciation for Susan's work.

Yesenia Delgado, Metro, described the co-chair recruitment process and that Metro will accept co-chair nominations via email.

Peter Rosenblatt asked if the co-chair would need to be a current member.



Supportive Housing Services Oversight Committee Meeting Summary

Yesenia Delgado, Metro, confirmed that this is accurate.

Co-chair Susan Emmons noted that since Dr. Mandrill Taylor represents Clackamas County, the preference is for a co-chair representing Multnomah or Washington County.

Dan Fowler asked Metro to send out a Committee member list with county representation.

Ben Duncan, Kearns & West, confirmed that this can be shared.

Valeria McWilliams, Metro, shared updates on the Tri-County Planning Body's (TCPB) work over the past quarter. She noted that the TCPB received updates on the Technical Assistance, Coordinated Entry, and Employee Recruitment and Retention goals. She shared that Metro is developing a timeline for the SHS Oversight Committee to receive work and research findings before receiving implementation plans for each of the goals.

The Committee approved the May 20 meeting minutes.

Conflict of Interest Declaration

Peter Rosenblatt declared that he works at Northwest Housing Alternatives which receives SHS funding and sits on the Continuum of Care Board of Clackamas County.

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

Public Comment

No public comment was received.

Metro Finance Update: Tax Collection and Disbursement

Rachel Lembo, Metro, shared that they have collected taxes from 10 months of the fiscal year and are slightly short of the forecast. She reiterated that it is normal for income taxes to fluctuate.

Peter Rosenblatt asked if there is a range of how short the numbers are from the forecast.

Rachael Lembo, Metro, replied that it is roughly \$30 million short.

Update: Multnomah County Corrective Action Plan (CAP)

Yesenia Delgado, Metro, shared that Multnomah County has made substantial progress on its CAP and that Metro has signed an amendment to the CAP.

Dan Field, Multnomah County, reflected that Multnomah County effectively managed its forecasted budget and that the CAP was in response to unanticipated revenue. He noted that if the forecast is short, that will impact how counties would do work. He shared that Housing Multnomah Now is the remaining highlighted item and that the county is adjusting to hit the target. He reminded the Committee that outcomes from the CAP will be reported as part of the regular SHS quarterly and annual reports.

Kanoe Egleston, Multnomah County, added that United States Department of Housing and Urban Development (HUD) programming has been expanding.

Felicita Montebianco asked if the amendment was in the meeting packet.

Yesenia Delgado, Metro, replied that the amendment was in last month's packet.

Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Susan Emmons asked if the United Way capacity-building grants would be repeated and emphasized the importance of multi-year funding for organizational health.

Dan Field, Multnomah County, replied that the second grant cycle was approved and that the county is looking to identify best practices for organizational health. He stated that Ruth Adkins from the Metro SHS team has been in the loop to identify regional work. He noted that multi-year commitments are difficult due to budget cycles but shared that they hope to have a third year of the grant.

Peter Rosenblatt noted the report looks back to April and asked if the items that were yellow in April are on track to be resolved by the end of next week.

Dan Field, Multnomah County, replied they will not know officially until July once all invoices are processed.

Antoinette Payne, Multnomah County, added that the county is on track to spend what it has agreed to.

Co-chair Susan Emmons shared kudos to Dan Field and Antoinette Payne for improving and operationalizing the fiscal work.

Dan Field, Multnomah County, thanked Susan and noted many interim roles were filled and financials are being monitored monthly. He shared the importance of making mid-course adjustments and thanked Kanoe Egleston for her work.

FY24 Q3 Overview

Yesenia Delgado, Metro, shared updates on the Q3 programming. She highlighted that great progress has been made and that some goals have been surpassed. She detailed the percentages and total served numbers to each county's goal.

Rachael Lembo, Metro, shared that spending is continuing to increase as the counties grow programs. She detailed each county's spending actuals, forecast, and carryover.

Dan Fowler asked if each county could share one or two things that have contributed to eviction prevention effectiveness or other successes.

Vahid Brown, Clackamas County, shared that the county exceeded its annual goal for eviction prevention in Q3 and benefited from a well-established coordinated entry system. He reflected that the coordinated entry system team meets regularly and that the Coordinated Housing Access (CHA) program receives many calls and is a clearing house for resources.

Dan Fowler noted that not having a backlog is impactful.

Mike Savara chatted that during COVID the CHA line had a significant backlog and reflected on the important infrastructure built using SHS funds to reduce the log.

Breanna Flores, Multnomah County, shared that 251 households were supported with eviction prevention funds and funds were specifically for culturally specific providers and permanent supportive housing (PSH). They reflected that the county is working with the City of Portland on a community sheltering strategy.

Cristal Otero, Multnomah County, added that the county is building out a strong network of culturally specific providers to disperse rent assistance and fund provider staff.

Supportive Housing Services Oversight Committee Meeting Summary

Nicole Stingh, Washington County, shared that the increase in federal and state funds during COVID helped build capacity regionally and noted those funds and associated capacity is waning. She agreed with what the other counties shared and stated that culturally specific partnerships are the key to success.

Mike Savara asked if the counties could speak to their work and data on reducing racial disparities.

Breanna Flores, Multnomah County, shared that the county's programming goes through a racial equity lens tool. They added that when notice of funding awards are released, the county asks providers about culturally specific practices and equity work plans. They noted that the Joint Office of Homeless Services (JOHS) released system development grants for new and emerging providers.

Cristal Otero, Multnomah County, added that part of the Request for Programmatic Qualifications strategy is to bring in new culturally specific providers. She shared that the JOHS staff meet with culturally specific providers and discuss organizational health, grants, and priorities. She noted that there is a team that goes to shelters to screen folks if they qualify for additional services.

Nicole Stingh, Washington County, shared the county completes an equity analysis of the budget, builds partnerships with culturally specific providers, and has intervention mechanisms at eviction courts. She shared that the county looks at the provider and served individual data levels to hold providers accountable for outcomes. She shared they are hiring a Homeless Services Equity Coordinator.

Vahid Brown, Clackamas County, shared that the county allocates resources to communities of color, completes vulnerability assessments, and provides organizational health and technical assistance to culturally specific providers. He highlighted that in Clackamas County, people of color are being served at greater rates than experiencing homelessness.

Mike Savara thanked the counties for their insights and work and asked to make a specific space for race equity work in future meetings.

Co-chair Susan Emmons shared a story about a Black man who was being served by a non-culturally specific, but experienced provider. The provider felt like they were not being successful, so they reached out to the Urban League and transferred him to the Urban League's program where he flourished. She reflected that great work is being done through organizational collaboration and county leadership.

Vahid Brown, Clackamas County, shared that in partnership with the Native American Youth and Family Center (NAYA), the county is opening the first culturally specific shelter which will be the first in the region.

Peter Rosenblatt noted that the overall need is not included in the report and including it would help provide context. He reflected that if a goal is exceeded, it is hard to tell whether the overall need is being met or if there is still work to do.

Yesenia Delgado, Metro, replied that the annual report includes that information.

Peter Rosenblatt asked if that could be included in the quarterly reports so all the information could be in one place.

Jim Bane reflected that having a one-stop shop, like Clackamas County's CHA line is a data point that can help inform what the overall need is.

Supportive Housing Services Oversight Committee Meeting Summary

Co-chair Susan Emmons shared that the co-chairs have pushed for more discussion which is why there was no presentation and welcomed feedback on the format.

Dan Fowler thanked the counties and reflected that intention is critical for outcomes.

Discussion: Regional Housing Funding Process Update

Val Galstad, Metro, reflected that Marissa Madrigal, Metro Chief Operating Officer (COO) heard concern about the concept from the Committee, and reiterated that any recommendation would stay true to the original intent of the SHS measure. She shared that public polling has been underway and reflected that the recommendation would likely align with feedback received and include expanding uses, focusing on deeply affordable housing or PSH, and updating the tax sunset and rate. She shared that the timeline for the next steps includes a COO recommendation and Metro Council work session on July 9, a Metro Council meeting and hearing on July 25, and possible action on August 1.

Dan Fowler asked if Metro will be meeting with the county commissioners.

Val Galstad, Metro, replied there is no formal presentation planned but staff meetings have been occurring weekly.

Felicita Montebianco asked to see the poll data and research and noted that the tax rate decrease is alarming.

Val Galstad, Metro, replied that they could hold a briefing on the polling next week and that the Coalition of Communities of Color shared high-level engagement research, with the final report due July 1, which can be shared once received.

Dan Fowler asked for clarity on the high-level concepts Metro is seeking, including what specifically is being asked of the voters and details such as structure and funding needs for SHS and affordable housing. He noted that the measure would not pass under opposition and asked if another housing bond was explored.

Val Galstad, Metro, replied that the current poll is a ballot title test and Metro is exploring those specific questions. She shared that the tax sunset could be extended or eliminated and that a variety of factors would go into specific allowable uses. She shared that another housing bond is not viable and is happy to share the public opinion research. She emphasized that Metro and the counties have been discussing this topic since April.

Liam Frost, Metro, replied that a broad base of stakeholders was convened to discuss this opportunity and they did not want to deviate from SHS priorities. He reflected that the recommendation is about strengthening SHS work, flexibility, and response.

Metro Councilor Christine Lewis clarified that a bond right now would be on top of the existing bond and a renewal would not be an option until 2028.

Peter Rosenblatt asked when the counties would be able to present the impacts of this on SHS programming.

Liam Frost, Metro, replied that the Committee can request a presentation at any point but noted these conversations were still occurring and nothing is determined.

Co-chair Susan Emmons reflected that the Committee has heard there is not enough housing to reach the goals of SHS. She asked if the stakeholders engaged understood Regional Long-term

Supportive Housing Services Oversight Committee Meeting Summary

Rental Assistance (RLRA) flexibility and how it makes sense to reduce the tax rate and amount of resources if use is expanding.

Liam Frost, Metro, replied that there is not enough funding to fix everything and that SHS funds go to other shelters and services beyond RLRA.

Val Galstad, Metro, replied that Metro has heard that the current tax rate would not be considered high-income earners in the future.

Dan Fowler shared that this process feels fast and should be need-driven. He reflected that he still does not know what the ask is, and that every county commission would be against this not due to the process. He shared it feels like Metro is just tapping into a funding source.

Val Galstad, Metro, appreciated the feedback, noted discussions began in January, and shared that the result would be something folks feel good about.

Co-chair Susan Emmons clarified that any Committee member could attend the July 9 and 25 Metro Council meetings and that the next Committee member is July 22.

Peter Rosenblatt shared that this has been an unsatisfactory process, and while it may have been discussed since January, the Committee was only made aware recently. He reflected that it feels pre-decisional and ungenune.

Liam Frost, Metro asked for feedback on the challenges and opportunities of oversight of regional housing and services programs.

Felicita Montebianco shared that the Committee does not have a lot of teeth to push or hold a group accountable. She reflected that it feels like the Committee is a rubber stamp and hoped that the group would have influence and ability to shape results.

Jerimiah Rigsby shared that timing is an issue, and feeling like a rubber stamp arises from timing. He reflected there is an urgency to solve this problem, but no sense of what is needed to shift and what is reasonable for the Committee to do.

Co-chair Susan Emmons reiterated that the Committee has no authority, and the title of Oversight Committee implies supervision. She reflected that the recommendation process is not good and there is no sense from Metro Council in tracking recommendations.

Dan Fowler reflected that each county has its housing authority and is concerned about creating another layer of overhead and would like to create efficiency. He reflected on the long-term picture and that a potential ballot measure could impact the SHS funding renewal in 10 years.

Mike Savara agreed with the comments about roles and responsibilities and suggested identifying future tools for accountability.

Mitch Chilcott asked to be brought alongside the COO recommendation process in the future to know about the viability of options.

Jim Bane agreed with Mitch Chilcott's comments and would like to hear from the housing authorities about what they would do with the funding and what the advantages are to shift and reduce funding.

Cara Hash agreed with the timing and approach comments and the scope of influence being unclear.



Supportive Housing Services Oversight Committee Meeting Summary

Next Steps

Ben Duncan, Kearns & West, provided closing remarks.

Next steps include:

- Metro to send out the Co-chair job description and time commitment along with a Committee member list that includes county representation.
- Committee to consider making space to hear and discuss race equity work in future meetings.
- Jurisdictions to add in overall need numbers to quarterly reports.
- Committee to consider receiving a public opinion poll and research findings briefing from Metro.
- Metro to share the Coalition of Communities of Color engagement report once received.
- Next meeting: July 22nd 9:30am-12:00pm

Adjourn

Adjourned at 12:00 pm.

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Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: January 2024

Background

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

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

Oversight committee role and responsibilities

Requirement	Source text
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.
Recommend changes to the Local Implementation Plan to...	
Achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan	SHS work plan, section 5.3: The Regional Oversight Committee will review each Annual Progress Report and may recommend changes to the Local Implementation Plan to achieve regional goals and/or to better align the Local Implementation Plan with the Work Plan.
Align with Regional Plan developed by the Tri-County Planning Body	Intergovernmental Agreement, section 5.2.4: Within one year of the adoption of the Tri-County Plan, and as needed thereafter, Partner will bring forward any necessary amendments to its Local Implementation Plan that incorporate relevant regional goals, strategies, and outcomes measures. The ROC will review the amendments and recommend approval or denial of the Plan amendments to the Metro Council
Address a recommendation or a significant change in circumstances impacting homelessness in the Region	Intergovernmental Agreement, section 5.2.3: Within 60 days of the date that Partner presents its Annual Program Report to Metro Council, Metro or the ROC may, in consultation with the other, request that Partner amend its Local Implementation Plan based on one or more ROC recommendations or a significant change in circumstances impacting homelessness in the Region.

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



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 oregonmetro.gov

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

Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

Group agreements

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.



Memo

Date: July 16, 2024
 To: Supportive Housing Services Oversight Committee
 From: Rachael Lembo, Finance Manager
 Subject: FY24 Monthly Tax Collection and Disbursement Update

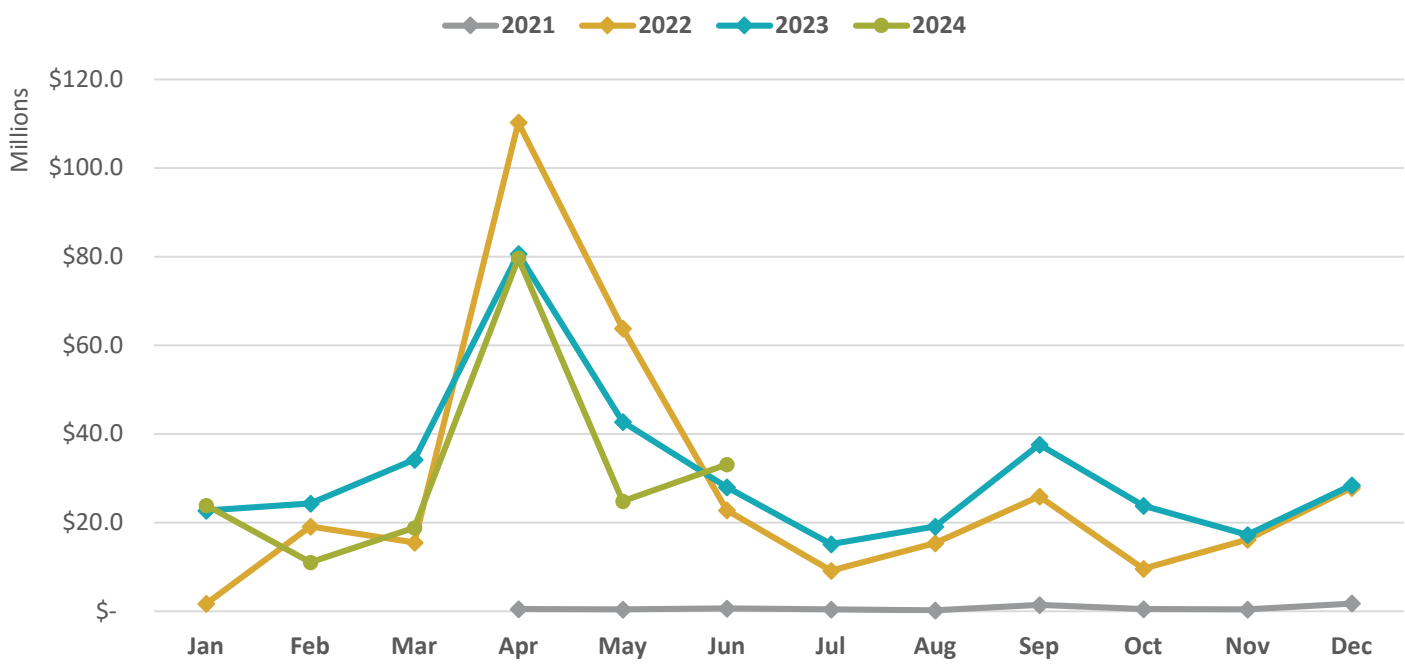
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

After a few months of lagging revenue, June collections trended higher than the past two fiscal years. This revenue included quarterly estimated payments. The chart below continues to illustrate how trends can shift from month to month, as year-end estimates are now slightly higher than the previous update.

Tax Collections

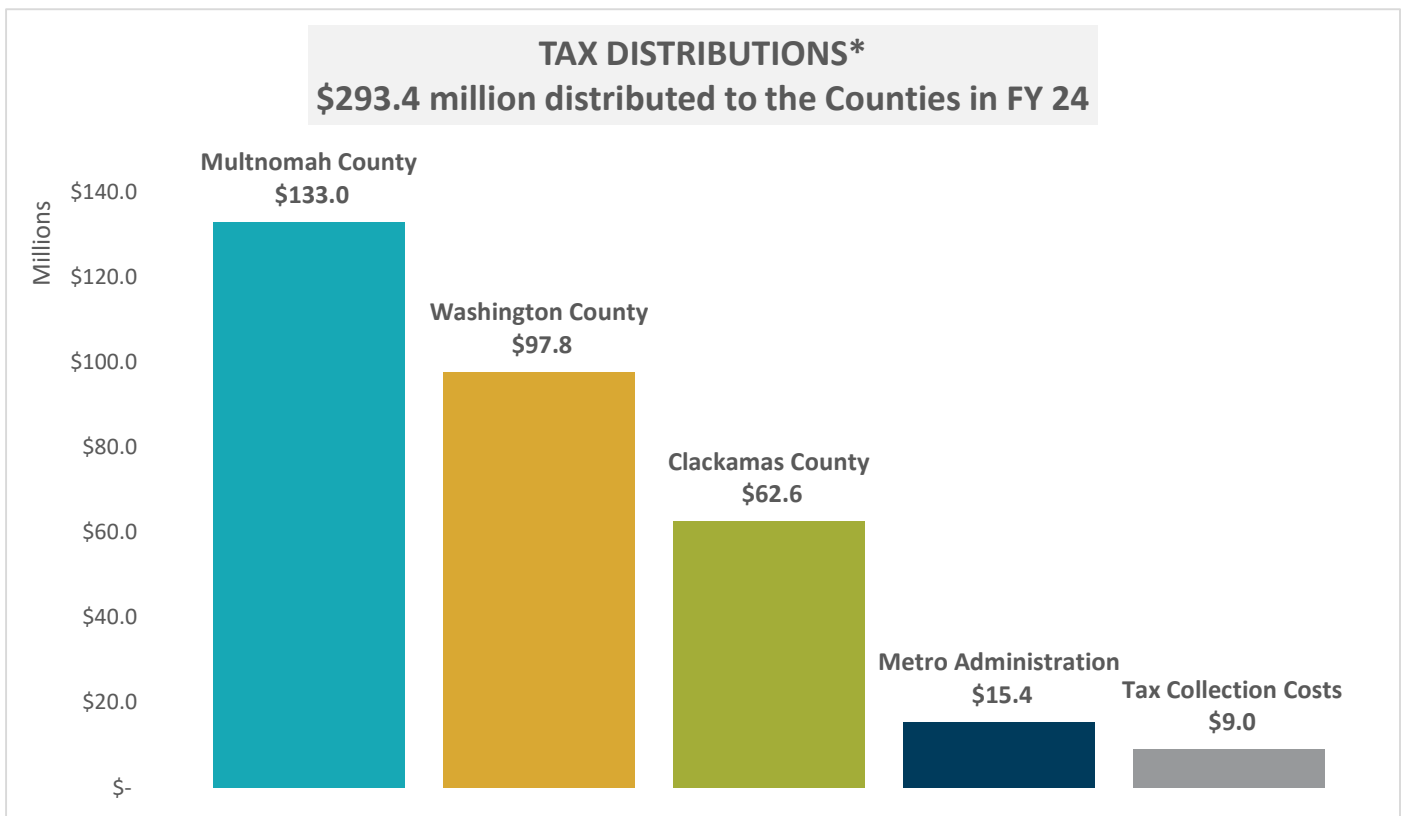
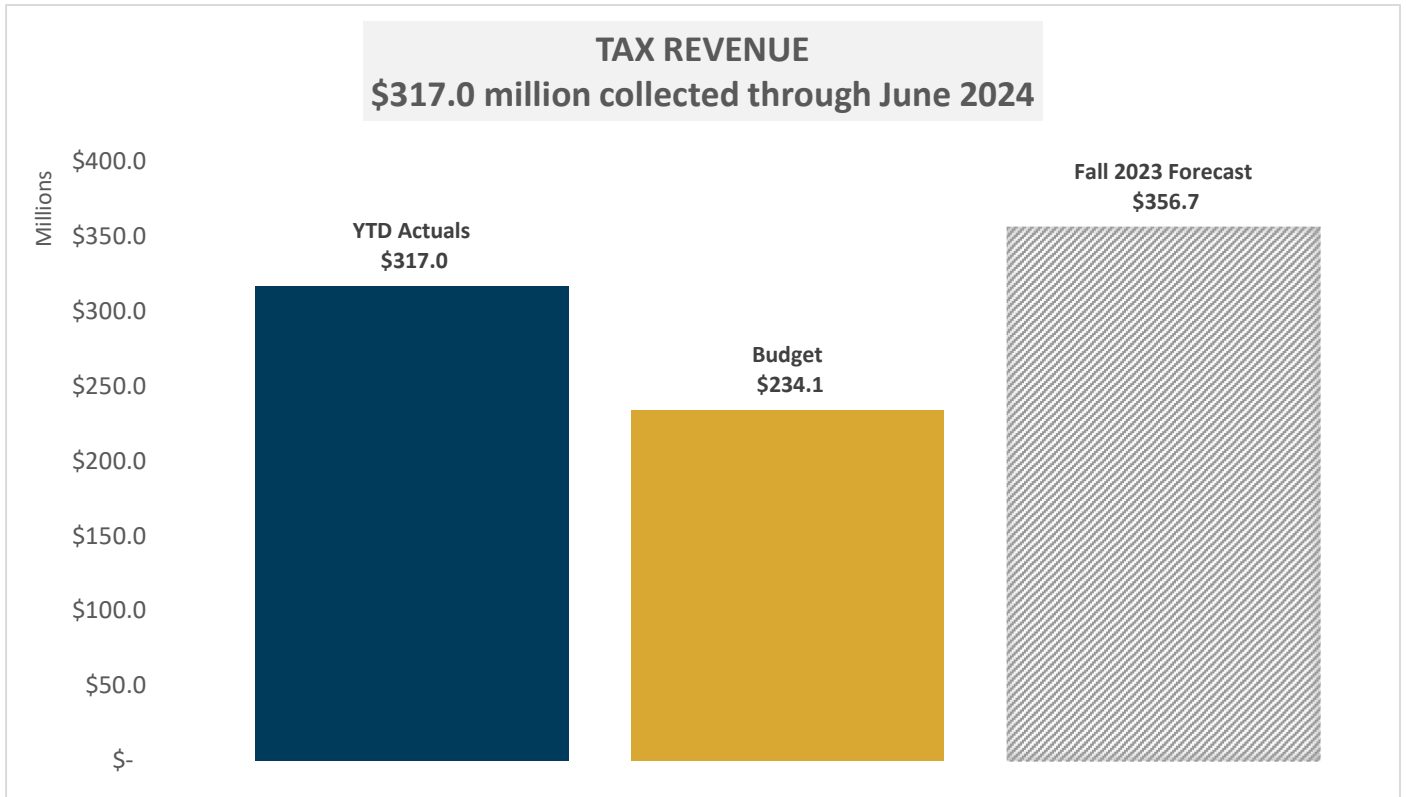
Monthly tax payments made to the tax administrator are shown below.

MONTHLY TAX COLLECTIONS BY CALENDAR YEAR



Tax Revenue and Disbursement Summary

FY24 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator through June 2024. Current YTD actuals reflect 11 months of collections; the FY24 revenue amount will be final once July 2024 collections are complete.



*An additional \$710,837.84 in tax administrator interest revenue has been collected in FY 24, which is included in the distributions.

CORRECTIVE ACTION PLAN: MULT 23-01
COUNTY SPENDING REQUIREMENTS AND TIMELINES

PLAN VERSION: March 19, 2024

FINANCIAL REPORTING THROUGH: May 31, 2024

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

#	CORRECTIVE ACTION <i>*area of focus / service type</i> <i>*list partners (service providers, other gov't, etc.)</i> <i>*align with LIP</i>	INVESTMENT AMOUNT <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS
1	Temporary Alternative Shelter Sites (TASS) 1. Shelter Expansion 2. City of Portland 3. TASS capital needs	\$4,684,756	Full amount allocated to the City of Portland via signed IGA and contract executed by Q1 FY24.	Purchase 140 pods + RV/vehicle for two sites. This provides a capital investment towards the development of two shelter sites serving 200+ people opening in FY24.	Minimum spend of \$4,450,518 by June 2024.	Complete FY24 YTD spending: \$4,684,756 (100%) The City of Portland received payment in January.
2	Technical Assistance (TA) Provider Support 1. Provider and Program Support 2. JOHS SHS providers 3. TA Provider Support	\$1,750,000	Approved providers will receive payments for the requested TA amounts in July 2023.	JOHS providers current contracts amended to include the additional TA requests that have been submitted.	Minimum spend of \$1,662,500 by August 2023.	Complete FY23 spending: \$1,783,417 (102%) Providers received payment in FY23 for previously requested technical assistance.
3	Near-Term Strategic Capital Investments	\$500,000	Equipment purchased and received on or before June 30,	Acquire near-term strategic capital investments for Severe	Minimum spend of \$475,000	Complete FY23 spending: \$509,998 (102%)

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	<ol style="list-style-type: none"> 1. Provider and Program Support 2. No partners involved 3. Near-Term Strategic Capital Investments 		2023.	Weather Shelter Supplies.	by June 2023.	Severe weather shelter supplies were purchased and received in FY23.
4	Capacity Building and Organizational Health Grants to contracted service providers <ol style="list-style-type: none"> 1. Provider and Program Support 2. JOHS SHS Providers 3. Capacity Building and Organizational Health Grants to contracted service providers 	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q3 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from January 1, 2024 - December 31, 2024 July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2023.	Complete FY24 YTD spending: \$10,000,000 (100%) Grant awards and payment to 61 service providers (100%) have been completed.

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5	Increase FY23 COLA by 2% 1. Provider and Program Support 2. JOHS SHS providers	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	Complete FY23 spending: \$1,442,886 (96%) 40+ JOHS providers received a 2% COLA in FY23.
6	Immediate Response Client and Rent Assistance 1. Provider and Program Support 2. JOHS SHS Providers	\$8,037,314	Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	On Track FY24 YTD spending: \$5,074,073 JOHS has allocated all funds across 18 service providers.
7	Housing Multnomah Now 1. Dedicated Housing Program 2. JOHS Program	\$6,800,000	Q3 FY24: \$1,000,000 Q4 FY24: \$3,800,000 Q1 FY25: \$500,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This	Minimum spend of \$4,800,000 by June 2024.	On Track FY24 YTD spending: \$3,335,395 To date we have 300 documented housing

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			Q2 FY25: \$1,500,000	investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.		placements. We were successful in meeting the goal for Housing Multnomah Now by June 30th.
8	HUD CoC 1. Dedicated Housing Program 2. JOHS SHS Providers	\$3,200,000	Q4 FY24: \$3,200,000	The allocation will support around 800 households in rapid rehousing and permanent supportive housing projects. This will focus on rental subsidies and wrap-around supportive services to support long-term housing stability for participants	Minimum spend of \$3,200,000 by June 2024	On Track FY24 YTD spending: \$1,376,444

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9	Move-in Multnomah 1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased	Minimum spend of \$4,148,204 by June 2024.	At Risk FY24 YTD spending: \$1,973,809
10	Clean Start 1. Provider and Program Support 2. JOHS Program	\$1,934,005	Executed contract with CCC by Q1 FY24. Q4 FY24: \$1,934,005	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	On Track FY24 YTD spending: \$968,272
11	Shelter Capital Projects 1. JOHS Program	\$900,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24:	The amount held for Shelter Capital Projects is to improve	Minimum spend of \$855,000	On Track FY24 YTD spending: \$290,862

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			\$0 Q4 FY24: \$900,000	existing shelters or land that the County owns that will be used for shelters.	by June 2024.	
12	Capital Acquisition 1. Central City Concern	\$2,700,000	Q4 FY24: \$2,700,000	Multnomah County funds (JOHS funds included) will be used in partnership with the Oregon Health Authority, State of Oregon, Central City Concern, and City of Portland for the purchase of a residential alcohol and drug treatment property. The property, located at 16th and E Burnside, will be acquired using the funds. After the purchase, Central City	Minimum spend of \$2,565,000 by June 2024.	Complete FY24 YTD spending: \$2,700,000 (100%) The contract with CCC has been executed, and payment was May 31st.

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				Concern intends to provide 40 high acuity Substance Use Disorder (SUD) beds, as well as 20-30 residential treatment supportive housing units.		
13	Program Reserves 1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.
14	Contingency Reserve (SHS IGA § 5.5.4) 1. Contingencies + Stabilization	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4	Complete FY24 budget reflects \$4,809,513 in contingency.

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	1. JOHS Program IGA Reserves				FY23 Report.	
15	Stabilization Reserve (SHS IGA § 5.5.3) 1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	Complete FY24 budget reflects \$9,619,026 in stabilization reserve.
16	System Access, Assessment & Navigation 1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the	Minimum spend of \$559,398 by June 2024.	On Track FY24 YTD spending: \$441,250 This is an expansion of the multi-agency navigation team collaborative that began in FY 22.

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				diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.		
17	Supportive Housing -- Countywide Coordination 1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC).	Minimum spend of \$192,536 by June 2024.	Complete FY24 YTD spending: \$205,192 The Health Department's Behavioral Health Division is on track with programming and this supports the coordination of various SHS funded programs.

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				By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.		

Housing Communications | June & July 2024



Metro News

[Not just surviving but thriving: a healing place for Native families](#)

Article covering khwat yaka haws, a new shelter program in Milwaukie geared toward Native families



[Cedar Rising celebrates grand opening, bringing 81 affordable homes to Aloha](#)

Metro's affordable housing bond and transit-oriented development program helped fund the construction of Cedar Rising

Earned media

Auntie's Place, SHS-funded shelter for Native families

Coverage from [KGW](#) and [Underscore](#)

Cedar Rising, AHB-funded affordable housing complex in Aloha

Coverage from [KPTV](#), [KGW](#), [Beaverton Valley Times](#), [KOIN](#) and [KATU](#)

Other earned media:

In June, Metro worked with Washington County's communications team and Family Promise of Tualatin Valley on an external media story about the Bridge to Home shelter. The goal was twofold: to feature a successful SHS-funded program and to remind the public that homelessness impacts people across the spectrum, including children and families. The shelter houses more than 100 kids at any given time.

See the story here: [Washington County motel turned shelter helping dozens of Tigard families turn a corner](#)

TV station roadshow

Representatives of Metro's Housing and Central communications teams sat down with producers at KATU, KGW and KPTV in June to learn more about the best ways to partner on stories. These meetings led to changes in our B-roll practices, as well as realized and potential story collaborations featuring SHS-funded providers.

Housing Communications | June & July 2024

Sheepscot Creative campaign

Focus: affordable housing bond and supportive housing services awareness and outcomes

Marketing agency Sheepscot Creative partnered with our team to create a series of display and video ads for social media and an ad spot for OPB.

Final outcomes: 11.4 million impressions on Instagram and Facebook with nearly 24k clicks. One-hundred and sixty-three radio spots on OPB reaching an audience of 313k listeners.

Social media

Economic benefits campaign

This campaign highlights the economic impact of the affordable housing bond on the construction industry in greater Portland.

[See one of the campaign's posts.](#)

Good Shepherd "Home is a place..."

This storytelling campaign captures the personal impact of home for people living in bond-funded homes and participants in SHS-funded programs.



Email newsletter

June's email newsletter featured the latest progress from counties' quarter three supportive housing services reports, highlights from groundbreakings and openings, and a discussion on a new PSU report on alternative shelter.

[Check out June's email newsletter.](#)

Movie theater project

Focus: public education around affordable housing bond and supportive housing services

A set of slides with simple, visually arresting graphics are being displayed in five local independent theatres. **The slides are expected to reach an audience of at least 100,000 people throughout greater Portland.**

Supportive housing services – Oversight committee recommendations

Last updated: July 2024

This document contains updates on the recommendations that the SHS oversight committee developed for the [SHS FY23 annual regional report](#).

PROGRESS TO DATE	
Complete	This task has been completed.
In progress	This task is underway.
On hold	This task is on hold.

Category 1: Regional communication and engagement

Strengthen understanding: Create and implement a robust regional communication strategy for the SHS fund that effectively reaches the broader community. The strategy should help the community understand the complexity of homelessness, the nature and goals of the SHS fund, and communicate progress, successes and challenges in a manner that is easily accessible and understandable by the general public. Metro should fund and lead the development of the regional strategy in collaboration with jurisdictions and nonprofit providers and manage the strategy’s implementation.

The regional strategy should include:

- A timeline and roll out plan that reflect the urgency of the work
- Collaboration and coordination between Metro, counties and community-based partners to build on the communications work already happening at the county level, share learnings across jurisdictions and align on regional messaging
- Methods for getting the message out through a wide range of channels and mediums designed to reach diverse audiences
- A commitment to provide accurate and trustworthy regional data and information to the community
- Clear communication on progress in meeting the SHS fund’s regional goals for housing placements and racial equity
- Communication support to counties and nonprofit providers in the form of technical assistance and access to the Metro communications team
- Incorporation of community engagement strategies to gather input and feedback, hear the perspectives of stakeholders and community members, and promote shared understanding

Task	Lead(s)	Timeline and deliverables	Progress to date
Contract with external communications experts to help design campaign	Metro staff (communications)	Summer 2024 – RFQU released November 2024 (tentative) – Plan drafted for stakeholder review	The RFQU is being finalized now. It is expected to be released summer 2024.

Create communication strategy	Metro staff (communications)	Summer / fall 2024 – Strategy created with consultant (see above)	This is ongoing work in collaboration with the consultant, who will be brought on in the summer.
Implement communication strategy	Metro staff (communications)	March 2025 – Strategy fully implemented	This work will advance once the strategy is developed.
Offer communication support to jurisdictions and nonprofit providers	Metro staff (communications)	Ongoing	In addition to collaborating as part of the development of the larger strategic communications plan, Metro is engaging with county partners regularly to discuss updates, additional opportunities for collaboration, and needs. Metro is about to reconvene a broader regional housing communications quarterly meeting that includes Clackamas, Multnomah and Washington counties, Beaverton, Hillsboro, Portland, Home Forward and HUD. The meetings will consist of expert panels and presentations followed by group discussions around regional communications strategies.

Category 2: Financial and data transparency and accountability

Optimize financial reporting: Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting. Priority areas for Metro’s work include:

- Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance to ensure accurate and reliable data are provided in counties’ year three annual reports
- Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments
- Align financial reporting categories with programmatic reporting to support analysis and oversight
- Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies
- Expand reporting to the oversight committee on tax collections to include collection challenges

Task	Lead(s)	Timeline and deliverables	Progress to date
Development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B	Metro staff (oversight and accountability)	April / May 2024 – Tools and definitions / methodologies developed	This work has been completed. The counties were informed at the end of June, with the goal of establishing updated systems for reporting in FY25.
Release guidance for Populations A and B in FY24 annual reports	Metro staff (oversight and accountability)	May 2024 – Fully incorporated into annual reporting templates	Annual report template was updated and shared with the counties at the end of June. It is the template that will be used for the FY24 annual reports, which will be received in October 2024.
Support the development of tools and methodologies for tracking future financial obligations such as long-term rental assistance payments	Metro staff (finance)	Ongoing	Metro has contracted with the Corporation for Supportive Housing (CSH) to support our emerging PSH work, including forecasting costs of PSH more broadly. That information was received in early July. Once analyzed, we will begin working on forecasting costs for Regional Long-term Rent Assistance (RLRA) program.
Align financial reporting categories with programmatic reporting to support analysis and oversight	Metro staff (oversight and accountability; finance)	Summer 2024 – Financial workbook is updated	The updated financial workbook is under development and will be completed before FY25 reporting begins.
Provide clearer information to the oversight committee on allocations of SHS funding to reserves and contingencies	Metro staff (finance)	May 2024 – Incorporated into financial reporting	More information on allocations of SHS funding to reserves and contingencies is now being shared, starting with the FY24 Q3 financial reports. It will continue to be shared on a quarterly basis moving forward.

Expand reporting to the oversight committee on tax collections to include collection challenges	Metro staff (finance)	May 2024 – Incorporated into financial reporting	The finance team is identifying these issues and communicating with the committee as challenges come up through monthly tax collection and disbursement updates.
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Enhance data integrity: Strengthen the accuracy, reliability and consistency of program data to support regional analysis and oversight. Priority areas for Metro’s work include:

- Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports
- Clearly define the SHS fund’s 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress
- Strengthen regional methodologies for contextualizing SHS outcomes in relation to overall regional and county-level need; this includes calculating returns to homelessness, inflow and outflow, and methodologies for comparing SHS data with homeless population data
- Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services
- Provide user friendly summary information on program data and quarterly report progress to support the committee’s oversight role
- Work with the counties to develop systems and technologies for regional data collection that meet the needs of providers and counties while supporting Metro’s regional oversight responsibilities

Task	Lead(s)	Timeline and deliverables	Progress to date
Provide up-front guidance and support to counties on definitions and methodologies to increase the accuracy, reliability and consistency of quarterly and annual reports	Metro staff (oversight and accountability)	May 2024 – Incorporated into annual reporting templates	The annual report template has been updated with clearer definitions and methodologies for counties to begin using for their FY24 annual reports, which Metro will receive in October 2024. Data staff will continue to refine guidance as need arises.
Clearly define the SHS fund’s 10-year goals and align programmatic reporting and definitions with the goals to support clearer tracking on progress	Metro staff (oversight and accountability)	June 2024 – All tools reflect clearer goals	This work has been done. The counties received communication on this update at the end of June.
Strengthen regional methodologies for contextualizing SHS outcomes in	Metro staff (oversight and accountability)	May 2024 – Incorporated into annual reporting templates	The annual report template has been updated with regional methodologies. Counties have also been asked to standardized comparison data.

relation to overall regional and county-level need			Data staff will continue to refine guidance as need arises.
Incorporate methodologies and tools into reporting templates to capture data on street outreach including contact rates, coverage, and placement in housing and services	Metro staff (oversight and accountability)	June 2024 – Template updates Fall 2024 – Data use agreement executed	<p>The annual report template has been updated with clearer outreach system capacity, contacts, and outcomes.</p> <p>Metro will get street outreach data through Data Use Agreement as well, which is expected to be executed in fall 2024.</p>
Provide user friendly summary information on program data and quarterly report progress to support the committee’s oversight role	Metro staff (oversight and accountability)	Ongoing	This work is underway, including better summary information being integrated into the updated quarterly reporting template. The SHS oversight and accountability team is working on a potential executive summary and other tools to provide the oversight committee.
Work with the counties to develop systems and technologies for regional data collection	Metro staff (oversight and accountability)	Ongoing	<p>This work has started with providing regional HMIS data collection guidance for counting Population A and B with distinct HMIS data elements. Other work includes continued conversations around reporting specifications for counting ‘households’ regionally and how shelter beds and/or units are being applied regionally.</p> <p>Upcoming efforts include a real-time shelter availability platform, specifically for recuperative care shelter, and upcoming recommendations for regional data collection around ‘service transactions’ from HMIS.</p>
<p>Evaluate to inform improvement: Evaluate regional progress and refine strategies and goals as needed to maximize SHS outcomes. Priorities for Metro’s work include:</p> <ul style="list-style-type: none"> • Support the collection and analysis of process and outcome metrics to inform continuous improvement in program design, strategy refinement and data-driven decision-making • Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice to identify areas for improvement • Develop a framework for assessing the SHS fund’s progress in achieving its racial equity goals at a regional level 			
Task	Lead(s)	Timeline and deliverables	Progress to date

Support the collection and analysis of process and outcome metrics	Metro staff (oversight and accountability)	<p>June 2024 – Template updates</p> <p>November 2024 – First updated quarterly report received</p>	The quarterly reporting template is being updated to include more substantive process and outcome data from the counties. The oversight committee will begin to see these changes in the FY25 Q1 report in November.
Develop a framework for assessing service quality, service delivery methods and fidelity to established standards of practice	Metro staff (oversight and accountability)	<p>May 2024 – IGA executed with PSU</p> <p>Summer 2024 – Monitoring policies finalized</p> <p>Summer / fall 2024 – Monitoring to begin</p>	In addition to the monitoring work that Metro will begin summer 2024, which will enable us to assess, among other things, service delivery methods and fidelity to established standards of practice, Metro housing is also developing a performance measure to measure quality of services provided. This scope of work, including the timeline, is being built out.
Develop a framework for assessing the SHS fund's progress in achieving its racial equity goals	Metro staff (oversight and accountability)	Ongoing	The Metro housing department hired an equity manager in February 2024, who is developing a framework with department staff for assessing the department's process toward achieving its equity goals

Category 3: Workforce and capacity issues

Address providers’ workforce and capacity needs: Develop a regional work plan reflective of community-identified needs with timelines that incorporate short-term and long-term strategies for addressing workforce and capacity issues. The work plan should consider the following:

- Multi-year capacity building investments
- Regional training and capacity building support for providers
- A particular focus on meeting the needs of small, emerging and culturally specific providers
- An assessment of the current guidelines for allocation and use of administrative funds to ensure that providers’ expenses necessary to administer SHS programs are covered
- Regional strategies to support livable wages for direct service staff
- Additional supports for existing staff (e.g. mental health and wellbeing) to increase staff retention
- A framework for regular monitoring and evaluation

Task	Lead(s)	Timeline and deliverables	Progress to date
Develop a regional work plan	Metro staff (regional capacity)	<p>July 2024 – Regional capacity team fully staffed (6 FTE)</p> <p>November 2024 – Draft recommendations to TPCB</p> <p>December 2024 – Implementation plan presented to SHSOC</p>	<p>The Metro Regional Capacity Team is working to scale up and improve systems capacity for the region’s homeless services providers. This has included Metro leading a request for qualification (RFQu) process to develop a pool of TA consultants and providers to support the various technical needs of nonprofit service providers throughout the region. Once the pool is qualified by the end of July, all four jurisdictions will be able to access this pool of consultants for their TA work.</p> <p>The team is also working with the counties to develop a certification framework that will cover the baseline trainings necessary for frontline housing service workers as they begin the work. Using the pool of consultants, the Regional Capacity Team is also developing a TA demonstration project to support service providers. The priority of these projects will be to meet the needs of small, emerging and culturally specific providers, while also expanding the capacity of the entire homeless service system to meet regional needs.</p>

Provide multi-year capacity building funding: Develop and implement a regional strategy for providing multi-year capacity building investments for service providers:

- Complete Metro’s feasibility assessment with the counties to determine how multi-year capacity building investments can be made
- Work collaboratively with counties to problem solve to address any administrative hurdles to developing multi-year grants
- Design a regional strategy to provide multi-year capacity building investments for service providers, with a particular focus on culturally specific, small and emerging providers
- Report back to the committee with funding requirements, expected outcomes, potential funding commitments and an implementation timeline

Task	Lead(s)	Timeline and deliverables	Progress to date
Complete Metro’s feasibility assessment with the counties	Metro staff (oversight and accountability)	Summer 2024 – Feasibility assessment completed	The counties are currently at different stages with this work. Clackamas County currently provides multi-year contracts/investments to providers, and in FY25, high-performing organizations (based on the county’s Annual Performance Evaluation) in Washington County will be eligible to receive multi-year contracts in the form of three-year contract allocations. Multnomah County is continuing to explore opportunities for multi-year capacity building funds. Metro will continue to examine gaps not met by these strategies.
Problem solve to address any administrative hurdles to developing multi-year grants	County partners		Pending feasibility assessment.
Design regional strategy	County partners		Pending feasibility assessment.
Report back to the committee	County partners		Pending feasibility assessment.

Institute livable wages: Address service provider wage/compensation equity to provide better guidance to county partners in meeting their SHS equity goals and to develop more consistency in wage standards across the region:

- Develop strategies in collaboration with jurisdictions and local and state stakeholders that take into account the distinct context and challenges of implementation in each county
- Prioritize the needs of small, emerging and culturally specific providers
- Work collaboratively with counties to problem-solve strategies to address any administrative hurdles to providing county contracts that enable service providers to pay livable wages to direct service staff

Task	Lead(s)	Timeline and deliverables	Progress to date
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Develop strategies in collaboration with jurisdictions and local and state stakeholders that prioritize the needs of small, emerging and culturally specific providers	Tri-county planning body	<p>June/July 2024 – Progress Update: Homebase National scan and preliminary concepts presented to TCPB along with County updates</p> <p>February 2025 (tentative) – Update provided to SHSOC</p> <p>June 2025 (tentative) – Implementation plan presented to SHSOC</p>	TCPB is developing a recommendation with the following goal: “County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff.” Metro is working with Homebase, Counties, and partners to develop strategies in support of this goal. The draft implementation plan for this work is expected to come to the oversight committee for review and approval in spring 2025. It will include considerations of ways to allow for differential pay for lived experience, bilingual employees, and culturally specific organizations.
Work collaboratively with counties to problem-solve strategies to address any administrative hurdles	Tri-county planning body		Pending the development of strategies.
<p><u>Streamline county administrative practices:</u> Work collaboratively with the counties to support the development of systems for managing procurements, contracts and spending that match the urgency of the crisis. This includes:</p> <ul style="list-style-type: none"> • Creating more nimble and responsive administrative practices that are able to leverage the SHS fund’s unprecedented flexibility • Streamlining contract administration practices to better support provider capacity and expedite program implementation • Promoting payment practices that provide up front funding to support program start-up costs and expedited payments during implementation, particularly for small, emerging and culturally specific providers 			
Task	Lead(s)	Timeline and deliverables	Progress to date
Identify needs within current systems	County partners		The counties recognize the needs and are all working toward improving their contract administration processes. Washington County made improvements in FY24 to streamline the invoice process by updating administrative guidance on supporting documentation that aligns with regional best practices and reduces the administrative burden of partner organizations. Clackamas County reported that in FY 2023-24, Housing and Community Development paid 82% of invoices within a 30-day period. For Multnomah County, in May 2024, about 94% of invoices were paid within their contract’s payment terms. Metro and the counties will continue to evaluate their

			progress and challenges in this area, and develop additional strategies as needed.
Develop system to address needs, focused on more nimble and responsive administrative practices, such as streaming contract administration practices and promoting upfront funding	County partners		Pending the identification of needs.

Category 4: Program expansions

Expand access to health and behavioral health services: Continue work to identify and implement regional strategies that facilitate integration of health services, with a focus on behavioral health including mental health and recovery support services:

- Prioritize the needs of people of color and LGBTQ+ households in accessing health and behavioral health services
- Integrate health and behavioral health services into outreach, shelter, housing navigation, short-term housing and permanent housing, including strengthening crisis and long-term supports
- Continue to provide regional oversight and coordination to strengthen system-level integration and support county and program-level integration strategies
- Expand reporting on ongoing work to integrate health and behavioral health services in SHS programming at all levels (project-level, county-level and regional)

Task	Lead(s)	Timeline and deliverables	Progress to date
Identify regional strategies	Tri-county planning body	July 2024 – Landscape review complete December 2024 (tentative) – Update provided to SHSOC February 2025 (tentative) – Implementation plan presented to SHSOC	Work groups focused on implementation planning and data sharing are meeting regularly to support the build out of this work. Homebase, with support from Metro and County staff, have completed the landscape of health/housing initiatives and will soon develop a health/housing integration proposal for the regional implementation plan.
Implement regional strategies	Tri-county planning body		Pending the development of strategies.

Strengthen implementation of new programs: Monitor implementation of new and expanded program areas to support accountability and effectiveness:

- Monitor program areas that did not meet regional or county-level year-two goals, particularly rapid rehousing, to assess whether they will meet their goals in year three and provide oversight and problem-solving support as needed
- Monitor cross-sector alignment and programming to assess the need for regional strategies to support integration of wraparound supports such as employment, workforce and education

Monitor and assess program areas that did not meet regional or county-level year-two goals	Metro staff (oversight and accountability)	Summer 2024 – Monitoring policies finalized	Metro increased its quality improvement and data capacity significantly in FY24. In addition to more thorough analysis of quarterly and annual reports as they relate to county-level and regional goals, Metro will start more in-depth monitoring of the counties by the fall. The
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		Summer / Fall 2024 – Monitoring to begin	scope of the upcoming monitoring is still being finalized and will be shared with the committee.
Monitor and assess cross-sector alignment and programming	Metro staff (oversight and accountability)		<p>In addition to the opportunities for increased assessment of programming through monitoring, Metro staff has already increased our assessment of quarterly progress, challenges, and concerns. Each county receives a performance review letter from Metro each quarter with clarifying questions, requests for additional data, and overall assessment from Metro.</p> <p>Needs for additional quarterly monitoring will be assessed once the updated quarterly reporting template is in place this fall.</p>

Category 5: Outreach

Promote comprehensive outreach: Increase the visible impact of SHS investments through outreach strategies that are scaled to match the need:

- Provide information to support the oversight committee’s monitoring of counties’ outreach work, including the scale and scope of outreach efforts, who is being reached and the outcomes
- Work collaboratively with counties to identify opportunities to expand outreach strategies as needed to support a robust regional infrastructure for reaching the unsheltered population and connecting them with services

Task	Lead(s)	Timeline and deliverables	Progress to date
Provide information to support the oversight committee’s monitoring of counties’ outreach work	County partners; Metro staff (oversight and accountability)	<p>February 2024 – Updated annual work plan template released</p> <p>July 2024 – Updated quarterly reporting template released</p> <p>November 2024 – Improved outreach data included in quarterly reports</p>	<p>Starting with FY25, the counties are all providing outreach goals in their annual work plans. The quarterly reporting template is currently being updated to include Work plan template updated to include outreach progress, including number of people / households served, demographic data, and funds spent.</p> <p>The oversight committee will begin to see this data in the FY25 Q1 report in November.</p>
Work collaboratively with counties to identify opportunities to expand outreach strategies as needed	County partners; Metro staff (oversight and accountability)		Pending more data and analysis of outreach strategies.

Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting
Date: Wednesday, June 12, 2024
Time: 4:00 PM – 6:00 PM
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will receive a progress report on the employee recruitment and retention goal and discuss.

Member attendees

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

County staff representatives

Clackamas County – Vahid Brown (he/him); Multnomah County – Breanna Flores (she/they), Christina Castaño (she/her), Kanoe Egleston (she/her), Washington County – Nicole Stingh (she/her)

Metro

Valeria McWilliams (she/her), Ruth Adkins (she/her), Melia Deters (she/her), Michael Garcia (he/him)

Kearns & West Facilitators

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

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

Welcome and Introductions

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

Co-chairs Mercedes Elizalde and Steve Rudman provided opening remarks.

Tri-County Planning Body Meeting Summary

The TCPB approved the May Meeting Summary.

Public Comment

Phillip Kennedy-Wong, Nonprofit Association of Oregon (NAO), provided public comment.

Keith Wilson, Shelter Now, provided public comment.

Caleb Coder, Flex PDX, provided public comment.

Co-chair Steve Rudman asked if Flex PDX was aware of the employee recruitment and retention work the TCPB was doing and if they had approached the three counties directly.

Valeria McWilliams, Metro, replied that Metro can follow up offline.

Conflict of Interest

Cristina Palacios declared a conflict of interest as Housing Oregon has applied to be a contractor with Metro and would receive SHS funding.

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

Zoi Coppiano declared a conflict of interest as Community Action receives SHS funding.

Eboni Brown declared a conflict of interest as Greater Good Northwest receives SHS funding.

Sahaan McKelvey declared a conflict of interest as Self Enhancement Inc. receives SHS funding.

Staff Updates

Yesenia Delgado, Metro, shared a quarterly update on the SHS Oversight Committee (Committee). She highlighted that the Committee provided oversight to Multnomah County's Corrective Action Plan, received Quarter Two presentations from the counties, and reviewed and approved the TCPB's Landlord Recruitment Plan. She reflected there were lessons learned on the plan approval process, and that upcoming work for the Committee includes reviewing work plans and budgets.

Co-chair Mercedes Elizalde asked if the Committee would revisit the draft work plans to see what changed from the drafts to the final versions.

Yesenia Delgado, Metro, replied that the Committee receives the final work plans, but it is not a formal process.

Valeria McWilliams, Metro, shared that Melia Deters and Giovanni Bautista have been promoted within Metro and updates on the recruitment process for the vacant TCPB seats will be shared via email.

Nicole Stingh, Washington County, shared that the county has opened new regional centers and KOIN recently aired a story about Washington County work systems and work on employee recruitment and retention.

Breanna Flores, Multnomah County, shared that the county's budget was approved and will leverage Continuum of Care funds to match SHS funds, the Joint Office of Homeless Services convened a provider conference, and its housing response action plan was released.

Vahid Brown, Clackamas County, shared that the Housing and Community Development Division has a new director, Native American Youth and Family Center (NAYA) opened the first culturally

Tri-County Planning Body Meeting Summary

specific family center in the region, and [a video](#) on the county's coordinated access housing program has been released.

Cristina Palacios chatted that the [Housing Oregon Conference](#) is now open for registration.

Employee Recruitment and Retention Progress Report Part 1

Ruth Adkins, Metro, reviewed the goal language and recommendations and noted any remaining questions from the presentation will be addressed in Part 2 during the July meeting. She shared that Part 1 is to level set and share regional context.

Valeria McWilliams, Metro, thanked those who gave public comment and reflected that no other committee has solved this issue and that the work should be sustainable and last beyond the SHS measure.

Kim Natarajan, Homebase, shared that Homebase completed a local and national scan, including reviewing reports and convening interviews and discussion groups to identify effective strategies and challenges to improve employee recruitment and retention. She noted that living wage is a key part of the work and reviewed the living wage calculation approaches based on the Housing Fair Market Rate (FMR).

Cristina Palacios asked how other benefits and amenities, like working from home, are being considered.

Kim Natarajan, Homebase, replied that many factors go into working conditions that may impact recruitment and retention, but the presentation is primarily focused on wages.

Sahaan McKelvey noted that most direct service staff have at least one child, and it might be more appropriate to include the two-bedroom market rate to calculate a living wage.

Kim Natarajan, Homebase, replied that the one-bedroom calculation was an example and that a discussion on the target would be needed.

Nicole Larson asked if the \$1,776 per one-bedroom was an actual calculation from the tri-county area.

Kim Natarajan, Homebase, confirmed it was the federally published number for 2024 FMR.

Eboni Brown noted that the Massachusetts Institute of Technology (MIT) calculation includes having children and encouraged looking at the differences between MIT and FMR calculations.

Sahaan McKelvey shared his preference for the example to include having one child as that is more realistic. He noted it would be about \$85,000 a year for a living wage with one child.

Eboni Brown stated MIT's calculation is \$47 per hour to have one child.

Kim Natarajan, Homebase, shared that the national scan found four national studies on employee recruitment and retention and some examples in King County that tried to implement solutions on the topic. She noted that a living wage is a crucial need nationally, and shared challenges that arose out of national interviews, including the cost reimbursement model.

Co-chair Mercedes Elizalde asked if there was demographic data on who is working in the field.

Maddie Nation, Homebase, replied they can follow up with that information.

Kim Natarajan, Homebase, shared that the local scan found that pay is a large concern. She detailed emerging strategies providers are using including using reserve funds to raise wages, and shared some ideas counties are piloting, including partial advances on contract awards. She noted key

Tri-County Planning Body Meeting Summary

challenges include cash flow concerns, wage parity and compression, and workloads. She stated that overall, a regional approach and system changes are needed to reach a living wage.

Washington County Chair Kathryn Harrington asked if there was a preference for non-line-item-based contracts and if the underlying cause of line-item budgets was Metro's requirement of detailed reports from counties.

Eboni Brown stated that line-item budgets are not necessarily required by Metro because some Metro contracts do not require line-item receipts, while others require substantive amounts.

Valeria McWilliams, Metro, replied that Racheal Lembo would need to address that question.

Co-chair Steve Rudman hoped Metro was not causing this problem and reflected that in the 1990s providers would receive funds three months in advance, and asked why that is not happening now.

Co-chair Mercedes Elizalde stated that in the July meeting, counties will be presenting and be able to address these questions. She asked for July's presentation to include what Metro requires and what each county requires.

Monta Knudson asked if there was a cost analysis done to see which solutions to challenges would be easier to address.

Kim Natarajan, Homebase, replied that cash flow was the biggest concern that would have the most impact, but was not sure if it was the costliest. She shared that they heard that wage parity and compression seemed like an easier fix and that workloads were about discussing what is reasonable between all parties.

Washington County Chair Kathryn Harrington asked the TCPB to think about how to get input from county staff on what they think the underlying causes are and to think about what the message would be to the public and Metro Council about the nature of the problems and solutions. She emphasized the importance of staying in a solution space.

Mindy Stadtlander asked for more information on slide 38 about a proposed solution to adopt a living wage standard.

Valeria McWilliams, Metro, replied that would be addressed in July's presentation.

Kim Natarajan, Homebase, replied that was a quote from the NAO report which listed suggested solutions.

Ruth Adkins, Metro, added that Metro has met with NAO, and will brief Homebase. She shared that Homebase would develop a roadmap of where the region could go as a next step later this year.

Co-chair Mercedes Elizalde asked for the July presentation to include when providers are asked to provide updated costs to jurisdictions and share counties' invoice approval processes and payment models.

Sahaan McKelvey asked for the TCPB to consider that a 5% cost of living adjustment does not work when inflation is at 8%.

Co-chair Steve Rudman asked for the July presentation to include the reasoning behind why there are or are not cash advances for providers.

Ruth Adkins, Metro, stated that all answers may not be received in July, but Metro may provide a frequently asked questions document on the issue.

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Ben Duncan, Kearns & West, shared that Metro will accept any additional questions through the post-meeting survey.

Closing and Next Steps

Mercedes Elizalde provided closing remarks and shared that there is some work on this topic at the state level. She emphasized the need to be clear on the values driving the work.

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

- TCPB to meet Wednesday, July 10th from 4:00 to 6:00 pm.
- Metro to confirm if Flex PDX was aware of the TCPB's work and if they have approached the three counties directly.
- Metro to share updates on the recruitment process for the vacant TCPB seats via email.
- Homebase to share demographic information on who is working in the provider space.
- Committee members to share any remaining questions with Metro.
- July's meeting packet and information to include:
 - The underlying cause of line-item budgets.
 - Each jurisdiction's payment models and requirements.
 - When providers are asked to provide updated costs to jurisdictions.
 - Each jurisdiction's invoice approval process.
 - Why or why not cash advances can be given to providers.

Adjourn

Adjourned at 6:00 p.m.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | July 2024

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

TRI-COUNTY PLANNING BODY REGIONAL GOALS*

Goal	Progress
Unit/landlord recruitment and retention	Metro and county staff have started executing the Regional Implementation Plan to advance the Regional Landlord Recruitment goal. The Tri-County Planning Body (TCPB) voted to approve the Plan at their March meeting. The Supportive Housing Services Oversight Committee gave final approval for the Plan during their April meeting. A workgroup of staff from Metro and the Counties has been meeting monthly to coordinate this work. We are finalizing reporting and metrics, and we plan to share those plans in our first quarterly implementation update in August.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup (CERAW) continues to meet monthly. Focus groups of people with lived experience, led by people with lived experience, will take place at the end of July. These focus groups will gather information that will be crucial as Metro and the Counties build the CE regional implementation plan. Consensus building and clarification around strategy areas continues in a productive manner, and Metro/County staff plan to present to county CoC and CE boards to raise awareness and collaboration.
Healthcare system alignment	The regional leadership meeting continues monthly with Health Share, Counties, and Metro. The subgroup, focused on implementation planning, continues to meet monthly. The data sharing workgroup continues to meet, working toward consensus and building data use cases. Work sessions with providers and other key stakeholders have occurred over the past month, and conversations are ongoing. Homebase, with support from Metro and County staff, have completed the landscape of health/housing initiatives. This landscape is crucial to identify current areas of collaboration and potential future efforts across systems. Metro is working with Homebase to develop a health/housing

integration proposal for the regional implementation plan.

Training + Technical Assistance

The Metro Regional Capacity Team and procurement department are expecting to qualify a list of vendors from our regionwide technical assistance qualification process in the next few weeks. In total 70 vendors (including for profit consulting firms and nonprofit service providers) applied to share their expertise in areas like human resources support, housing and homeless services best practices and racial equity and social justice. Once finalized, this four-jurisdiction procurement will serve as the bench for technical assistance support in the coming years. Thank you to the 21 people who helped score the RFQu, including staff from all four jurisdictions and four community partners (special shout out to the TCPB's own Eboni Brown and Zoi Coppiano for supporting the process!)

Metro and the counties are continuing to develop an exciting opportunity around ensuring new and emerging houseless service workers have access to a baseline of trainings when starting out. Metro is also designing a technical assistance demonstration project to support providers in ways that are additive to the region's systems. We're excited to share more info with the TCPB soon.

Employee Recruitment and Retention

We will present part 2 of the progress update on this goal to TCPB on July 10, including the second half of Homebase's findings as well as updates from the Counties on current and potential local and regional strategies. These preliminary concepts will be explored and refined in the coming months to build the Implementation Plan. Outreach and engagement will continue, including with providers and with local and state workforce-related initiatives.

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

EXISTING REGIONAL PROGRAMS AND COORDINATION EFFORTS

People housed through the RLRA program as of March 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>

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

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

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

Regional Point-in-Time Count: In January 2023, the counties conducted the first-ever fully combined regional Point-in-Time Count. This tri-county coordinated effort included creating a shared methodology and analysis, a centralized command structure, and unified logistics around the recruitment and deployment of volunteers. As a result of the combined Count, analyses include regional trends in unsheltered homelessness, sheltered homelessness, and system improvements made possible by regional investments in SHS.

An initial summary of the 2023 Point-in-Time Count data can be found in this May 2023 press release from Multnomah County: <https://www.multco.us/multnomah-county/news/news-release-chronic-homelessness-number-falls-across-tri-county-region-2023>.

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

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

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