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SHS Oversight Committee Q&A



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Agenda

Meeting: Supportive Housing Services Oversight Committee Meeting
Date: March 24, 2025
Time: 9:00 a.m. to 12:00 p.m.
Place: Virtual meeting ([Zoom link](#))
Purpose: Receive Metro tax collection and disbursement updates, discuss FY26 budget development, discuss admin rates, Q2 Q&A with counties.

9:00 a.m. Welcome and introductions

9:15 a.m. Conflict of Interest declaration

9:20 a.m. Public comment

9:30 a.m. Metro tax collection and disbursement update

9:40 a.m. **Break**

9:45 a.m. FY26 budget development

10:30 a.m. Admin rates discussion

11:05 a.m. Break

11:15 a.m. Q2 county Q&A

11:55 a.m. Next steps

12:00pm Adjourn



Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting
Date: February 10, 2025
Time: 9:30 a.m. to 12:00 p.m.
Place: Virtual meeting (Zoom)
Purpose: Finalize and vote on FY24 regional report, recommendations, and transmittal letter.
Receive an update from TCPB on healthcare systems alignment goal.

Member attendees

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

Absent members

Jeremiah Rigsby (he/him), Jenny Lee (she/her), Cara Hash (she/her)

Elected delegates

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

Absent elected delegates

Multnomah County Chair Jessica Vega Pederson (she/her)

Metro staff

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

Kearns & West facilitator

Josh Mahar (he/him)

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 made several minor amendments to the draft transmittal letter and recommendations, and then unanimously approved the Annual Regional Report, and transmittal letter with recommendations, as amended in the meeting.
- The Committee approved the January 13 and 27 meeting summaries with Carter abstaining.

Welcome and Introductions

Co-chair Mike Savara provided opening remarks and reflected on the Committee's role in fostering change.

Co-chair Dr. Mandrill Taylor provided opening remarks and shared that the goal for today is to finalize the Annual Regional Report with the transmittal letter.

Josh Mahar, Kearns & West Facilitator, facilitated introductions between Committee members.

Supportive Housing Services Oversight Committee Meeting Summary

Liam Frost, Metro, shared that Metro Council convened and decided to work towards a potential November date for the supportive housing services ballot measure, after receiving feedback from coalitions. He stated that Metro Council President Lynn Peterson will co-chair a work group with Clackamas County Commissioner Ben West to develop a north star and metrics for the regional transition. He noted the workgroup is temporary and is intended to disband in the summer.

Committee members had the following questions and comments:

- **Question, Peter Rosenblatt:** Can you speak more about who is a part of the workgroup and if they are creating the ballot? I encourage representatives from the various SHS oversight committees to be part of this work group.
 - **Metro response, Liam:** We will share this feedback with Council. President Peterson has designated positions, not people. There are two positions from every county board, some city positions, and some coalition positions. We can share additional information once the group has more clarity. Work has already gone into developing the ordinance measures and this group would not change that. This group would develop a north star and clear goals and accountability structures for the new SHS framework should voters approve it. These meetings would be publicly available.

Comment, Carter MacNichol: It seems logical to me to have someone from this Committee be a part of the workgroup.

Yesenia Delgado, Metro, shared that Mitch Chilcott and Margarita Solis Ruiz both resigned from the SHS Committee due to personal circumstances. She noted that recruitments for new members are on pause until there is more clarity about the future of the Committee, and that the new quorum is seven members.

Committee members had the following questions and comments:

- **Question: Carter MacNichol:** How many Committee members are there currently?
 - **Metro response, Yesenia:** 11 members.
- **Question, Dan Fowler:** It feels like a decision was made to not have a whole Committee due to outside nebulous factors, which is a separate issue from having accurate Committee representation today. Who made the approval to pause?
 - **Metro response, Yesenia:** Council approved so that as we recruit in the future, we can onboard members with accurate information.
 - **Comment, Dan:** I disagree. We should have as many people with institutional knowledge on the Committee. The possibility of a November ballot with implementation in 2026 means at least a whole year of a diminished Committee.
- **Comment, Carter:** I am also disappointed.
- **Comment, Peter:** I agree with what has been said. The role of the Committee has been diminished for the year. I appreciate Metro staff and their work, but when I watch jurisdictional council or board meetings it seems that they think that everything is broken, and no one knows what they are doing. If you do not want me to show up just say that; otherwise, let's do this work meaningfully.
- **Comment, Felicitia Monteblanco:** I agree. Many of us are at the end of our tenure, and we should think about how much institutional knowledge will be lost and how to phase in new members thoughtfully.
- **Comment, Washington County Chair Harrington:** As one of the four government partners, keep showing up and doing the great work you are doing. I share with my board colleagues the great work that this Committee and the Tri-County Planning Body (TCPB) is

Supportive Housing Services Oversight Committee Meeting Summary

doing. I have great confidence in this Committee and the TCPB and have learned a lot. Additionally, the Metro President letter of workgroup invitation is a public document.

Josh reviewed the agenda and shared that Kris Smock, Kristina Smock Consulting, incorporated Carter's emailed edits into the redlined draft regional report and transmittal letter for Committee review.

Decision: The Committee approved the January 13 and 27 meeting summaries with Carter abstaining.

Conflict of Interest Declaration

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

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

Carter MacNichol declared he is a board member of Transition Projects which receives SHS funding.

Public Comment

No public comment was received.

Final Review and Vote: Regional Report, Recommendations, Transmittal Letter

Yesenia shared that this is an opportunity for the Committee to discuss the regional report, recommendations, and transmittal letter and then vote on approval.

Kris walked through edits made in response to feedback received before the last meeting, discussion at the last meeting, and emailed comments. For the regional report, she added information on how the Regional Long-term Rent Assistance (RLRA) relates to Permanent Supportive Housing (PSH), a link to the interactive tax collections dashboard, updated administrative data, and consistently named the Regional Investment Fund (RIF). She walked through the transmittal letter and recommendations page by page and reviewed the red-lined edits.

Co-chair Dr. Taylor reflected on this important milestone and said that the report is a testament to collective impact and a roadmap for urgent work ahead. He stated that more than 1,500 individuals have been housed, which are lives changed. He shared that the work should be celebrated and that continued implementation still needs to be done.

Co-chair Savara reflected on how to best employ local resources and embrace the commitment to housing individuals. He emphasized the importance of listening to what providers need to do the work and not retreating from the crisis.

Committee members had the following questions and comments:

- **Comment, Peter:** Regarding 10% administrative rates, unless you have a federally recognized rate it is still at 10% for Clackamas County. Thank you, Carter, for your edits which brought a sense of urgency, and Kris for capturing the Committee's voice. As a provider of PSH and RLRA, I am still confused about the relationship between the two.
 - **Consultant response, Kris:** I did note that the federal rate increased and will increase in counties in future years. I am not providing details on PSH and RLRA but included in the recommendations language to encourage the development of a

Supportive Housing Services Oversight Committee Meeting Summary

consistent interpretation of what PSH is and that is where the RLRA relationship will be further defined.

- **Metro response, Yesenia:** The counties will join the next meeting to discuss administrative rates. PSH and RLRA are captured at a high level, and Metro staff Nui Bezaire is working hard with counties to set standards, definitions, and guidance.
- **Comment, Carter:** My edits were mainly to add urgency and action.
- **Comment, Dan:** Thank you, Carter, for your comments. “Conversations” could mean anything, and I support using a stronger word. It seems that there has been some agreement on data sharing which could be noted in the report to bring the public up to date on where we are today.
 - **Response, Carter:** My edit is “convene conversation that leads to clear outcomes”.
 - **Metro response, Yesenia:** The four jurisdictions have reached a conceptual agreement with data sharing and it is moving it up to leadership and elected officials for signatures. We will keep the Committee updated as it moves forward.
 - **Consultant response, Kris:** For the data sharing agreement, I tried to note that work has been moving and can see if it can be tweaked.
- **Comment, Peter:** The document looks back, perhaps footnotes or an addendum could include a list of items that have been accomplished in the past year so commissioners can have current information.
 - **Consultant response, Kris:** I am using footnotes, so the Committee is not declaring something needs to happen that has already occurred. The challenges section captures areas that are in flux, like Population A and B, and notes there is ongoing work to resolve.
 - **Response, Carter:** I agree with Kris’s approach and recall that previously we did not get a lot of press coverage, and when we did it was acknowledged that it was looking back.

The Committee amended the “convene conversation” language to “As we move into the next stage of SHS implementation, in the near term Metro Council should convene stakeholders to develop a clear articulation of regional priorities...”

- **Comment, Felicita:** Thank you, Kris, for your work to incorporate our voices as we continue to be advocates for this work.
- **Comment, Dr. Jim Bane:** I respect the amount of work and thought that has gone into this process and I am finally understanding the nuances of the Committee. Data sharing is crucial, and I am overwhelmed with the amount of data. It would be great to make data more accessible to us, like showing the amount of housing completed and the goal. It would be helpful to point more to the increased demand for housing and the inflow of those experiencing homelessness.
- **Comment, Kai:** Thank you, Kris, for capturing the complexity of the work. It is a luxury that we have time to fine-tune the language.
- **Comment, Carter:** Thank you, Kris, for doing a great job.

Decision: The Committee unanimously approved the regional report, recommendations, and transmittal letter as amended in the meeting.

Yesenia congratulated the Committee on approval and reviewed that the next steps are for staff and co-chairs to present to Metro Council and each county board in March and April. Once Council

Supportive Housing Services Oversight Committee Meeting Summary

approves, Metro staff will develop a work plan that incorporates previous recommendations. Since the Committee has finalized the report, the February 24 meeting has been canceled.

TCPB Healthcare Systems Alignment Goal Update

Yesenia reminded the Committee that this presentation is an informational update and plan approval will be later.

Ruth Adkins, Metro, reviewed the TCPB goal and recommendation language for healthcare systems alignment. She reviewed the Committee's recommendation to expand access to health and behavioral health services and noted the alignment between these two bodies of work which will be interwoven in the TCPB Healthcare Systems Alignment Implementation Plan.

Adam Peterson, Health Share of Oregon, shared that the Medicaid housing benefits waiver was launched in 2024 as an eviction prevention service, and has been a high-contact service, but many do not qualify for the benefit. He shared that the high acuity behavioral health initiative has led to the strong belief that the 8% of folks that account for 40% of health service resources are the same group the housing systems are serving. Aligning housing and healthcare will allow staff to look at how these populations are being served and to invest in those services. Health Share has hired three staff to focus on healthcare and housing integration, and the Regional Integration Continuum (RIC) concept will look at these two sectors to connect the work of case conferencing and data centralization.

Acacia McGuire Anderson, Clackamas County, highlighted work in Clackamas County, including a Health and Housing Integration team expansion, case conferencing, and Health-Related Social Needs (HRSN) technical assistance for service delivery outreach and engagement. She noted that the county is preparing to launch medical respite and community connections contracts for specialized populations.

Lori Kelley, Multnomah County, highlighted work in Multnomah County including a Health and Housing Integration team expansion, and HRSN implementation focused on avoiding funding cliffs and implementing PSH. She shared the homeless response action plan has health-related action items and asks the county to address the homelessness crisis holistically. She noted that the case conferencing pilot launched in November focused on populations over 55 and that the county updated and expanded its data-sharing agreement with Health Share.

Leslie Gong, Washington County, highlighted work in Clackamas County and that the low acuity transitional support medical respite program is a two-year program that offers space for medical recovery and care. 130 referrals have been received to date, but there are only 9 beds. The county is looking at expanding the program for additional beds. She noted that the health and housing integration team has served 95 cases, and shared that HRSN implementation and case conferencing is underway.

Ruth reviewed the emerging strategies for the implementation plan 1) develop a regional plan for medically enhanced housing and shelter models, 2) strengthen regional support for cross-system care coordination, and 3) build regional cross-system data sharing infrastructure. She noted that this work will occur at the state level as well and that additional providers like Trillium will need to be brought on. She shared that the next steps include finalizing the plan and budget and presenting to the TCPB in March. If TCPB approves, the plan will go to the Committee for approval.

Supportive Housing Services Oversight Committee Meeting Summary

Committee members had the following questions and comments:

- **Question, Peter:** The U.S. Department of Housing and Urban Development (HUD) will love everything discussed here today. I am interested in the wholistic approach to ending homelessness in the three counties. Is everything discussed here truly county-wide or just within the SHS geographic subgroup?
 - **Response, Washington County Chair Harrington:** Last week we approved two investments for transitional housing. SHS does allow the counties to build or expand our nascent systems to have additional capabilities. We do invest capital in the SHS region, but individuals have the opportunity to access those systems.
- **Question, Co-chair Savara:** I would love to make sure that state agencies' work intersects with SHS. If all three counties are doing case conferencing, how are the jurisdictions measuring and tracking outcomes of those? This can help track and understand any gaps, especially if certain profiles are not having their needs met, to allow for a systemic response.
 - **Health Share response, Adam:** We are hiring a role that will focus on analyzing healthcare and housing integration for the region and look at outcomes data for each jurisdiction, how interventions are working, and any disparities.
 - **Multnomah County response, Lori:** We are also thinking of adding qualitative questions to see if providers are able to serve individuals better.
- **Question, Co-chair Dr. Taylor:** Are funding commitments concrete? Is each county looking to find additional funding sources, or has there been a collective effort from Metro to identify grants and additional sources of funding?
 - **Metro response, Ruth:** Metro is investing in a one-year commitment for a three-person team for Health Share to support his work. There is an ongoing collective effort for long-term funding. With the emerging federal context, the goal is for Metro to add value and coordinate as the regional connective tissue.
 - **Health Share response, Adam:** All counties received a community capacity building fund from Health Share and potentially Trillium to understand healthcare system needs for the Medicaid waiver.
- **Question, Dan:** Is this team working with Metro's communications team to let the public know about this integration? The public would like to hear this message.
 - **Metro response, Ruth:** Once it is approved as part of the plan we will officially work with Metro's communications team.
 - **Metro response, Liam:** We have met with the communications team to let them know we want to do this work.
- **Question, Co-chair Dr. Taylor:** Are a portion of funds being repurposed to fund aspects for frontline workers and wages?
 - **Metro response, Ruth:** We do not want to get ahead of ourselves and are expanding the partner table to figure out funding models. For medical respite care, the initial strategy is for emerging and existing programs in each county to build towards a regional approach.

Ruth thanked county and healthcare partners for presenting their work on these programs.

Next Steps

Josh shared that a written comment was received during the meeting but after the public comment time, which will be shared in the post-meeting packet.



Supportive Housing Services Oversight Committee Meeting Summary

Yesenia noted that the next meeting falls during spring break and to let metro staff know if the date does not work to reschedule.

Next steps include:

- Metro to share additional information about President Peterson's SHS workgroup.
- Metro to share feedback regarding President Peterson's SHS workgroup membership.
- Metro staff and co-chairs to present the Annual Regional Report to Metro Council and County Boards of Commissioners.
- Metro to share received written comment.
- Next meeting: March 24, 2025 9 am – 12 pm.

Adjourn

The meeting adjourned at 11:55 am.

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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.



600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

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

Date: February 21, 2025
 To: Supportive Housing Services Oversight Committee
 From: Revenue & Analytics Division
 Subject: FY25 Monthly Tax Collection and Disbursement Update

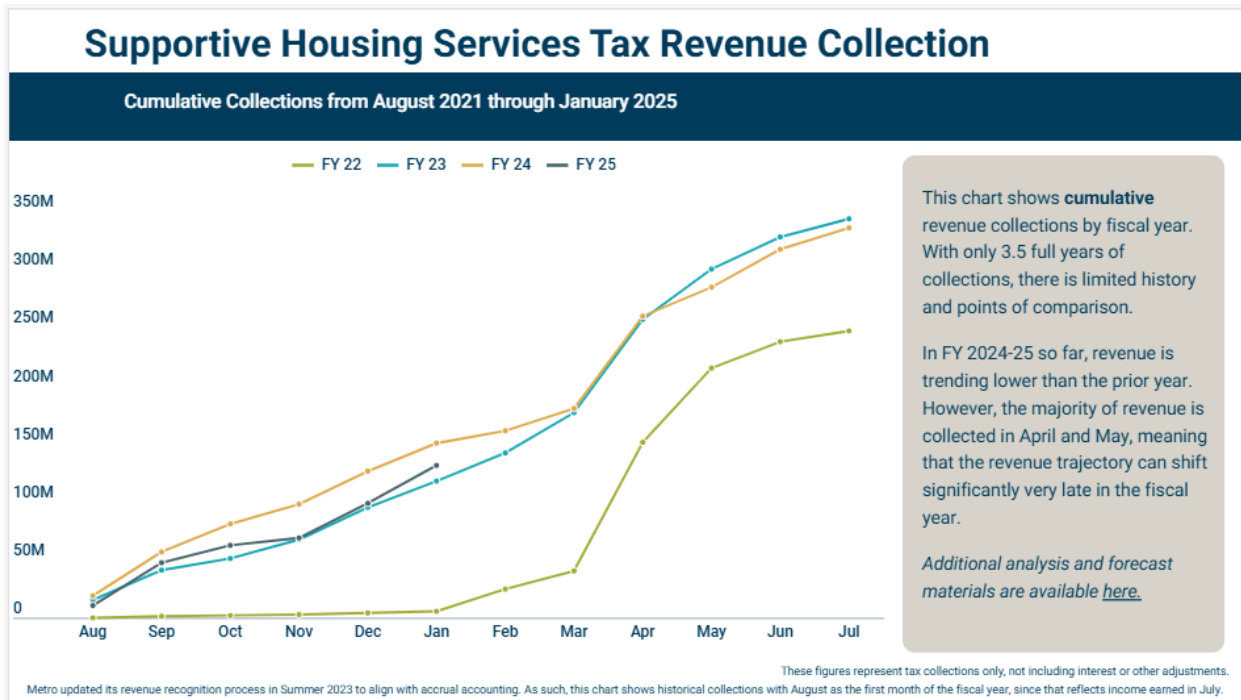
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

Collections were strong in January, driven by individuals making their timely personal income quarterly estimated payments for the 4th quarter. The \$32.7M collected trends roughly 40 percent higher than 2023 and 2022 respectively for the same period.

Tax Revenue Collection and Disbursement Infographics

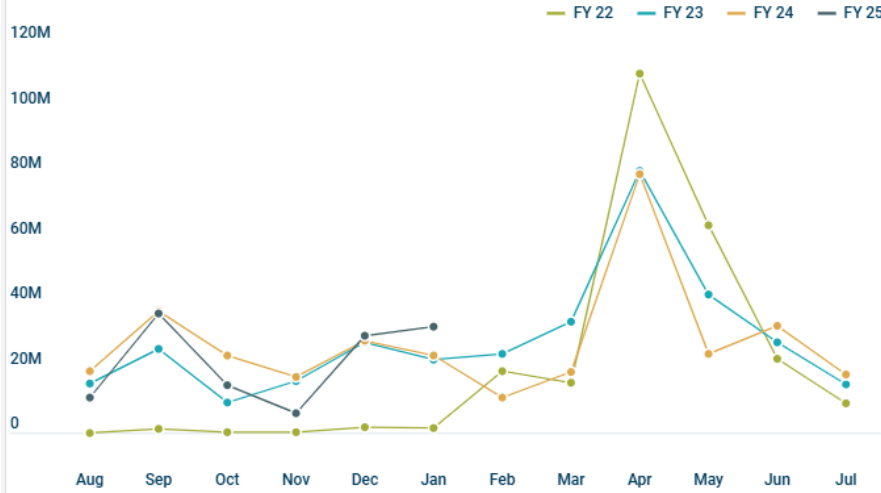
Interactive FY25 tax revenue and disbursement charts are published here:
[SHS Revenue Collection Infographics](#)

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



Supportive Housing Services Tax Revenue Collection

Monthly Collections from August 2021 through January 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.

In FY 2024-25, January revenue was strong, driven by individuals making timely quarterly estimated payments for the Personal Income Tax. The \$32.7M collected trends roughly 40 percent higher than 2022 and 2023 respectively for the same period.

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

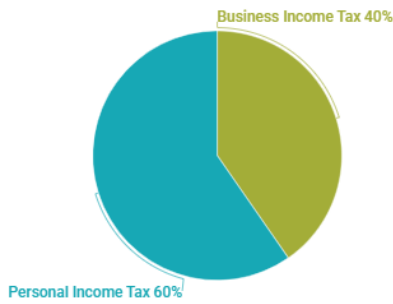
Metro updated its revenue recognition process in Summer 2023 to align with accrual accounting. As such, this chart shows historical collections with August as the first month of the fiscal year, since that reflects income earned in July.

FY 2024-25 SHS Tax Revenue Collection

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

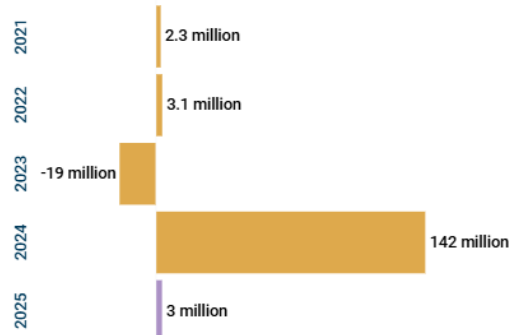
Collections from August 2024 through January 2025

\$131.4 million



Collections by Tax Type

The breakdown of collections between the two taxes are skewed slightly 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

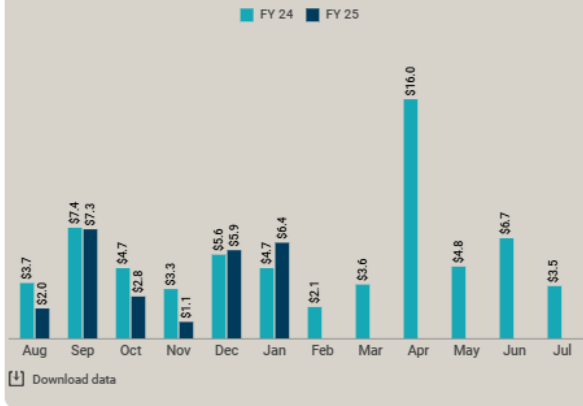
Collections so far show primarily quarterly estimated payments for Tax Year 2024. The negative figure for Tax Year 2023 primarily reflects estimated payments from the prior year (both from quarterly and Tax Year deadlines) were higher than actual amounts owed for the BIT. There are minor amounts of taxes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

FY 2024-25 SHS Revenue Distribution - Clackamas County

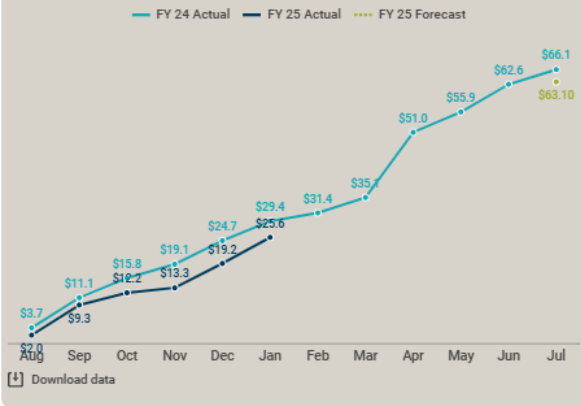
Distributions* September 2024 through February 2025

\$25.6 million

Monthly Distributions



Cumulative Distributions



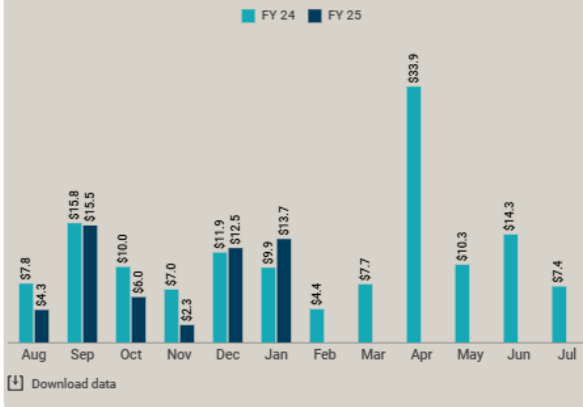
* These figures include interest and other adjustments. Distributions occur one month after collections, when the cash is remitted to Metro

FY 2024-25 SHS Revenue Distribution - Multnomah County

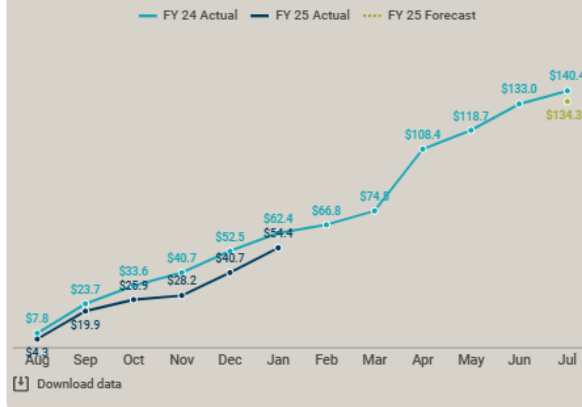
Distributions* September 2024 through February 2025

\$54.4 million

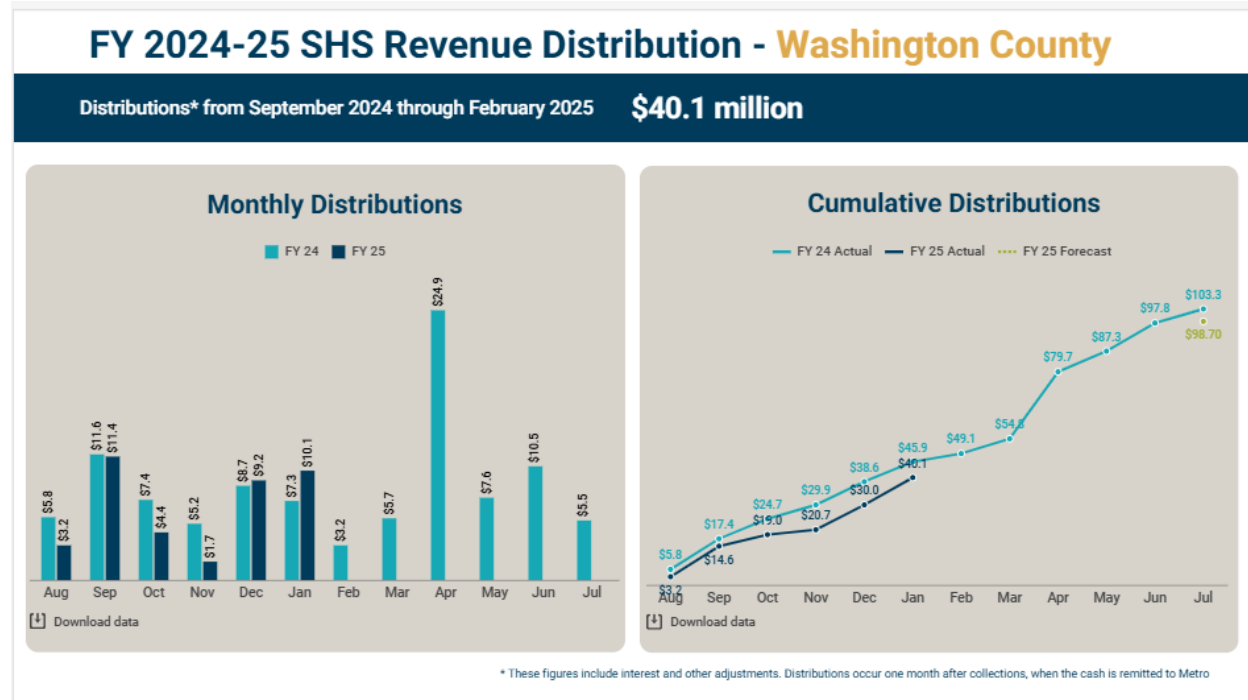
Monthly Distributions



Cumulative Distributions



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



*This includes \$457,514.42 in interested collected by the tax administrator in FY 2024-25

Memo

Date: March 18, 2025
 To: Supportive Housing Services Oversight Committee
 From: Revenue & Analytics Division
 Subject: FY25 Monthly Tax Collection and Disbursement Update

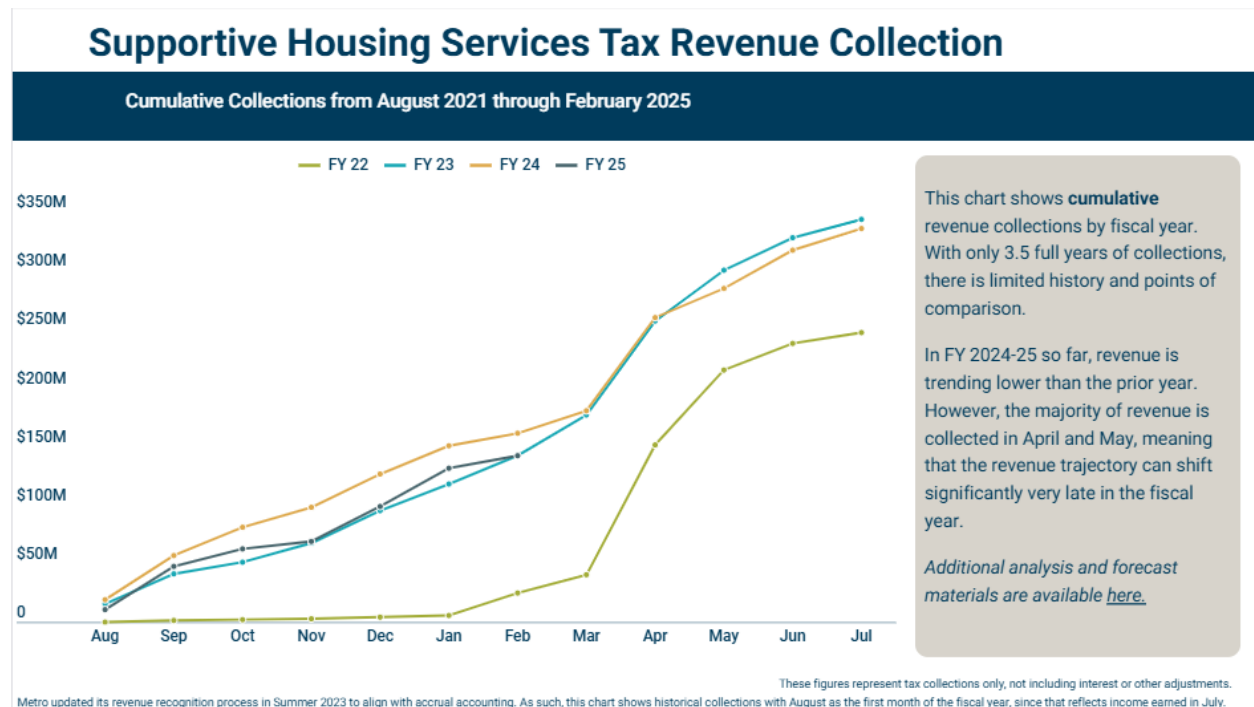
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

Collections were soft in February, driven primarily by consistent employer withholdings. The \$10.1M collected trends roughly 9 percent lower than 2024 for the same period.

Tax Revenue Collection and Disbursement Infographics

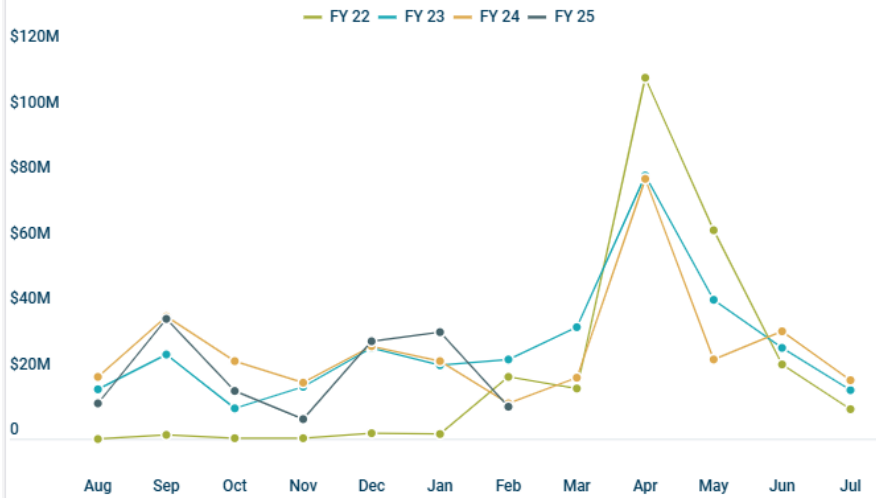
Interactive FY25 tax revenue and disbursement charts are published here:
[SHS Revenue Collection Infographics](#)

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



Supportive Housing Services Tax Revenue Collection

Monthly Collections from August 2021 through February 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.

In FY 2024-25, February revenue was soft, driven primarily by employer withholdings. The \$10.1M collected trends roughly 9 percent lower than 2024 for the same period.

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

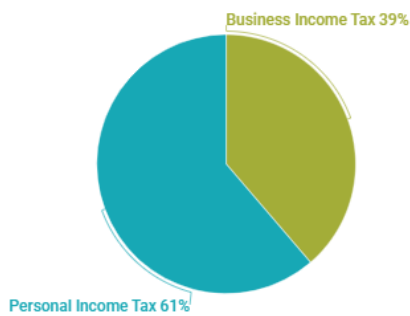
Metro updated its revenue recognition process in Summer 2023 to align with accrual accounting. As such, this chart shows historical collections with August as the first month of the fiscal year, since that reflects income earned in July.

FY 2024-25 SHS Tax Revenue Collection

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

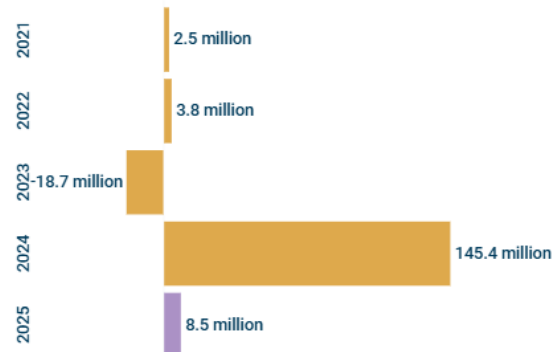
Collections from August 2024 through February 2025

\$141.4 million



Collections by Tax Type

The breakdown of collections between the two taxes are skewed slightly 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.

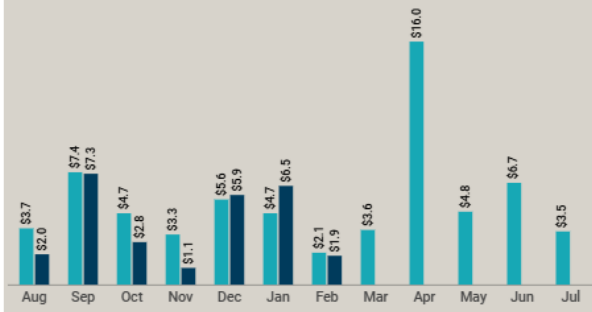
FY 2024-25 SHS Revenue Distribution - Clackamas County

Distributions* September 2024 through March 2025

\$27.5 million

Monthly Distributions

FY 24 FY 25



Download data

Cumulative Distributions

FY 24 Actual FY 25 Actual FY 25 Forecast



Download data

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

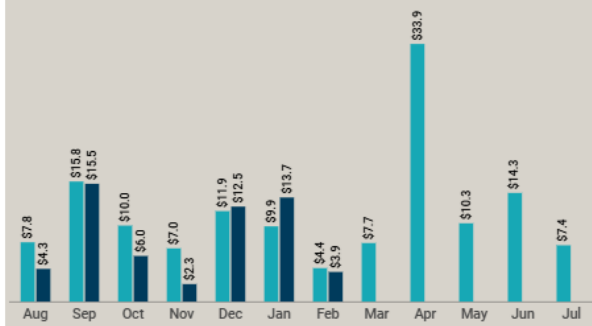
FY 2024-25 SHS Revenue Distribution - Multnomah County

Distributions* September 2024 through March 2025

\$58.4 million

Monthly Distributions

FY 24 FY 25



Download data

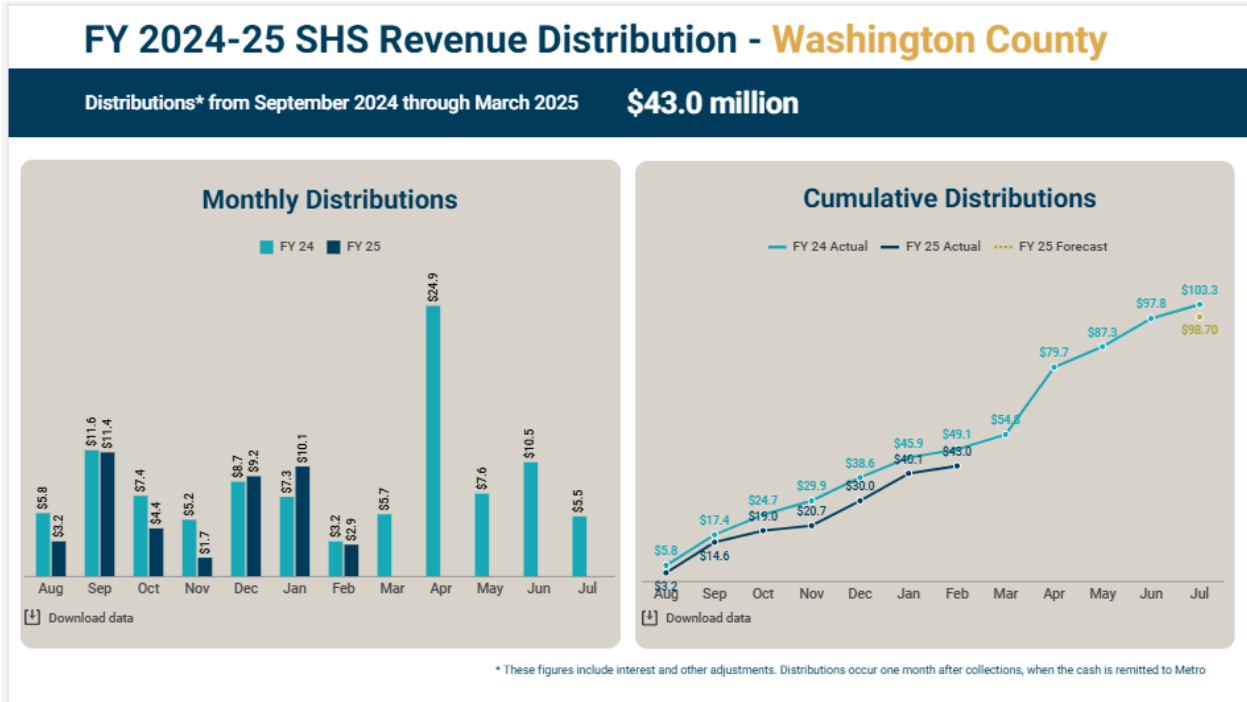
Cumulative Distributions

FY 24 Actual FY 25 Actual FY 25 Forecast



Download data

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



*This includes \$506,759.10 in interested collected by the tax administrator in FY 2024-25



To: Tri – County Planning Body

From: Clackamas County, Multnomah County, and Washington County staff leadership of Supportive Housing Services

Date: March 5, 2024

RE: One-time use of Regional Investment Funds to support the transition of reduced service delivery capacity

The [Tri-County Planning Body Charter](#) describes the TCPB responsibilities to “review proposals from the counties that outline programmatic strategies and financial investments from within the Regional Investment Fund that advance regional goals, strategies and outcome metrics,” and to “provide guidance and recommendations to the Counties on the implementation of strategies to achieve regional goals and outcomes.”

This memo outlines a tri-county proposal to mitigate current funding constraints impacting service levels in all three Counties by using reserved Regional Investment Funds (RIF) to protect the goals set forth in the regional program and ensure responsible program implementation. Use of these available and unassigned RIF funds, collected prior to the establishment of the TCPB and the six regional goals, will stabilize County programs with a transition fund that reduces impacts to partner agencies and their participants as County programs downsize.

County staff will bring this proposal forward for your further consideration and consultation at the March 12th, 2025, TCPB meeting.

Background:

In December 2024, Metro released an updated 5-year SHS revenue forecast based on emerging revenue collection trends. The updated 5-year forecast estimates \$51.4 million less this program year than previously forecast in November 2023. While implementing partners have always known that the SHS revenue sources are highly volatile, this extreme change in forecasted revenue presented a worst-case scenario for County programs. The scale of reductions necessitates immediate cost saving strategies to prevent overspending in current and future year budgets and plans to reduce program capacity by approximately 15% in the FY 25/26 year, or Program Year 5, base budgets.

After further financial evaluation and consultation with community-based partners over the last few months, it has become clear program reductions at this scale will require transition planning and funds to mitigate the impacts of reductions for partner agencies and their staff, and to ensure no program participants are returned to homelessness due to budget cuts.

In partnership with Metro, and the Financial Review Team, the Counties have prepared for shifts in revenue with Stabilization Reserves. These reserves were established to manage through economic downturns causing multiple years of reduced funding that would put programs and their participants at

risk. These reserve accounts constitute approximately 15% of the total annual program and thanks to unanticipated revenues in the first two program years, are fully funded.

Due to the nature of the current financial constraints resulting from a change in the forecasted tax base rather than an economic downturn, it is our recommendation to not exhaust these reserve accounts. Economic downturns may still lie ahead in our near future, uncertainty that is further exacerbated by looming cuts to federally funded homeless programs. It would be challenging, if not impossible, to refund the Stabilization Reserve accounts as County programs downsize. With County programs at full capacity, it would take an estimated 5-7 years of stable revenue to refill the Stabilization Reserve accounts if they are fully exhausted.

Therefore, it is proposed that County transition funds be created to mitigate the impacts of program reductions to the newly forecasted reduced SHS revenue base. These transition funds should use a combination of available resources including: all unassigned funds in the County carry forward balances, including RIF reserves, as well as Stabilization Reserves and Contingency Reserves, as needed by each County.

Regional Investment Fund Reserve Proposal:

The SHS program is facing a significant regional challenge as it braces for program reductions resulting from the updated 5-year forecast. Counties are already working to scale back service levels to essential systems of care that can be sustainably maintained with reduced SHS revenue in future years. This regional challenge can be mitigated through regional coordination and the support of unassigned resources carried forward in RIF reserves, from the first two years of the regional SHS program.

At the end of Fiscal Year 23/24, the combined unassigned RIF carryforward balance is \$21,976,36. These funds were set aside by the Counties in previous years while the programs were building and the TCPB had not yet been convened or established its regional plan. Today, the six goals are well established, and the implementing partners are assigning costs from the current year RIF budget in alignment with these six goals and the approved strategic plans. However, there is no current plan for using the RIF reserves from previous years. Furthermore, the six regional goal strategic plans, both approved and still under development, indicate sufficient resources in the annual 5% set aside to fully fund the strategic plan budgets; the existing RIF reserves are not necessary to achieve the outcomes of these plans. This proposal holds harmless RIF funds for this fiscal year and future years, ensuring enough resources for the TCPB to continue to advance regionalism and fund implementation plans for all six goals.

The Counties are proposing that the unassigned RIF reserve funds be used to contribute to transition funds to address programmatic expenditures that exceed revenues in FY 24/25 and budget plans for FY 25/26 to mitigate the impacts to provider agencies and their program participants. While each County will tailor their budgets and program reductions plans according to their unique county program needs, using unassigned RIF reserves for transition funds contributes to the regional goals and outcome metrics of advancing equity, creating housing stability, and reducing homelessness.



Attachment

County-Held Reserves, [September 2024 Financial Report](#)

	Clackamas County	Multnomah County	Washington County	Total
Contingency	\$3,682,517	\$7,825,348	\$5,750,000	\$17,257,865
Stabilization Reserves	\$14,730,067	\$15,650,697	\$17,250,000	\$47,630,764
Regional Implementation Fund Reserve	\$2,817,479	\$9,344,552	\$9,814,333	\$21,976,364
Total County-Held Reserves	\$21,230,063	\$33,286,856	\$32,814,333	\$86,864,993

[Regional Investment Fund FAQ:](#)

The SHS ordinance requires the counties to contribute 5% of their SHS revenue to a “regional strategy implementation fund” (Section 23.3). The intergovernmental agreements (IGAs) between Metro and the Counties say that the Counties “may use the [RIF] for expenses that are consistent with the ‘measurable goals’ described in the Metro SHS Work Plan at Section 5.2 until such time as the Tri-County Planning Body has developed new or different regional goals and provided the Parties with the Tri-County Plan detailing these goals.”

The Tri-County Planning Body (TCPB) sets regional goals and approves implementation plans for regional goals that are developed by the three counties and Metro. The compilation of that work becomes a regional plan. This plan determines how RIF funds are to be used. Counties have received verbal guidance from Metro that RIF funds can be used for activities that align with a goal if there is not an approved implementation plan.

Each county sets aside 5% of their share of SHS funding towards the RIF. Adding that to the amount raised in previous years, the total amount set aside for the RIF from the beginning of SHS will be about \$41.4 million. We forecast that about \$10.7 million in RIF funds will be spent in FY23-24, which would leave a balance of about \$30.5 million.

County program transition plan summaries

Clackamas County is facing a \$10.4M reduction in anticipated SHS revenue in FY 24/25. To mitigate the impact of this reduction to current housing and homeless services, Clackamas County has paused the issuance of RLRA vouchers to contain both current year and long-term costs. In addition, Clackamas plans to use one-time carry over funds including \$6M in RIF carryover funds previously planned for a system-wide data improvement.

To mitigate the impacts of the reduced forecast in future years, Clackamas intends to launch a Move Forward initiative, designed to assist households receiving RLRA rent subsidy to increase their incomes and either decrease the amount of rent assistance per household or increase income so that they no

longer need rent subsidy. Clackamas estimates a need for \$19M to \$22M in one-time funds for the Move Forward Initiative. One-time funds for the Move Forward Initiative would be derived from a combination of carryover funds (approximately \$17 million), Regional Investment Fund reserves (up to \$2.5 million) and Stabilization Reserves (up to \$2 million).

The Move Forward Initiative would also allow Clackamas to gradually ramp down existing service provider capacity by utilizing the staff and organizations that have been providing Housing Navigation programming for the 3-year period of the initiative. Over time, as Move Forward programs increase incomes and create opportunities for households to graduate from RLRA subsidy, Clackamas will be able to begin reissuing RLRA vouchers and serving new households.

Multnomah County is expecting a \$57 million shortfall in FY 2025. This is due to a \$22 million downward adjustment in the forecast for ongoing funding, a gap in One-Time-Only (OTO) funding caused by under collection from Metro and exceeding our prior year spending target by about \$35 million.

Starting on February 20th, the Board of County Commissioners will review budget modifications to maintain FY 2025 services. To address the deficit and preserve services, the County intends to use \$7.8M in contingency, \$9.3M in RIF reserves, \$15.7M in stabilization reserves, and \$6.5M in additional State funding for shelter operations from the SHS set-aside funds. The department will continue to identify areas of underspending to address the shortfall. Multnomah County plans to use the RIF reserves in alignment with the six goals approved by the Tri-county Planning Body Council.

Washington County has reduced current service levels in FY 24/25 by ramping down 65 beds of motel-based shelter, and reducing eviction prevention funds, programs funded with one-time funding that has been exhausted. Despite these program reductions, Washington County anticipates current year expenditures to exceed the forecasted revenue by as much as \$5 million, dependent on contracted service provider spending rates. Washington County's FY 25/26 budget will reduce current service levels by approximately \$15 million in annual operations. However, the draft budget will require approximately \$8.3 million in one-time funding to further ramp down program capacity over the next year. These one-time funds will mitigate impacts to service providers and program participants currently enrolled in housing programs with up to 6 months of ramp-down funding for providers to complete services for participants who are near housing program graduation and ensure a smooth transition of caseloads to other providers.

Washington County currently estimates \$10 to \$14 million for one-time transition funds to cover program costs in FY 24/25 and FY 25/26 that exceed current revenue projections. Washington County intends to use a combination of unassigned carryover funds (approximately \$7 million), Regional Investment Fund reserves (up to \$9 million) and Stabilization Reserves (up to \$2 million) for the transition fund. The need for transition funding will increase if revenue collections are lower than currently forecasted and may be reduced depending on the level of investment Washington County receives for new homeless services funding currently contemplated by the Oregon State Legislature.



Housing & Community Development

Public Services Building
2051 Kaen Road
Oregon City, OR 97045

Ph. 503-655-8591
Fax 503-655-8563
www.clackamas.us

To: Supportive Housing Services Oversight Committee

From: Clackamas County Housing & Community Development Division

Date: March 11, 2025

RE: Service Provider Administration

Clackamas County staff were asked to respond to the following questions ahead of the March 24th Supportive Housing Services Oversight Committee meeting. Staff will be available during the meeting to answer any additional questions related to this topic and the County's quarter two report.

- **What is the difference between service providers administrative rates and contracted rates? What are you hearing from service providers about their true administrative costs?**
 - Answer: Clackamas County provides indirect administrative funding for all components of an SHS funded program, this funding is calculated based on the total budget for personnel, materials and services, and client support. This is done to try and ensure that sufficient funding is made available to our service providers for the actual costs to administer an SHS program. Over the life of the SHS Measure to date, we have found that this tends to be sufficient for our service providers' administrative costs. However, as inflation has raised the costs for all goods that has also increased the administrative burden for our service providers. To ensure that we continue to provide sufficient administrative funding to our service providers we will honor any requests for a 15% de minimis indirect rate beginning in FY 2025-26.
- **What is informing your planning and thinking around budgeting for your contracting needs?**
 - Answer: Clackamas County first prioritizes available budget for the RLRA program and the contracted supportive housing case management services that support participants on RLRA vouchers. We then ensure we have sufficient budget and contracts to support system flow so that we can maintain a steady stream of households from outreach to shelter and on to permanent housing. We take care to ensure that no single service component is outsized compared to the others so that bottlenecks do not appear. The recently updated SHS forecast, which decreased expected revenue for FY 24-25 and beyond, has resulted in a decrease in available funding for contracted services across the region. To absorb this in FY 25-26, in lieu of cutting multiple existing contracts which provide important services, we reallocated carryover funds which were originally set-aside to fund new limited duration programs and will now sustain multiple contracted services for 2-3 years. This will help prevent a shock to the system as we can now slowly ramp down programming instead of cutting several programs on July 1, 2025.
- **If a service provider has a federally negotiated rate that is higher than the 10% contracted administrative rate, do you fund the service provider their federally negotiated rate?**
 - Answer: Yes, but they must provide backup documentation demonstrating that the rate is current and approved.



Housing & Community Development

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- **If your rates are below the federal de minimis rate, what is the reason?**
 - Answer: Clackamas County opted not to make a mid-year change to our 10% de minimis indirect rate as it would have required amending nearly every contract in our homeless services system. Beginning in FY 2025-26 we will honor any requests from contracted service providers for a 15% de minimis indirect rate.

Service Provider Admin Rates- Multnomah County Responses

- Multnomah County's approach to admin rates

There are 3 types of indirect cost rates the Joint Office of Homeless Services (JOHS) recognizes. The provider will let us know which type applies to them:

- De Minimis Rate
 - Established Cost Allocation Plan
 - Federally Approved Indirect Rate
- What is the difference between service providers' administrative rates and contracted rates?
 - There typically is no difference between the service providers' administrative rates and contracted rates.
 - What are you hearing from service providers about their true administrative costs?

Providers' "true admin costs" or "overhead" are expenses that support the overall management and operations of an organization. Conversations between JOHS and providers have revealed that the biggest challenge is that many providers take the de minimis rate, which may or may not allow them to recoup enough of their admin costs. Providers must determine which of the three methods— De Minimis rate, the Established Cost Allocation Plan and the Federally Approved Indirect Rate—are more beneficial to the organization.

- What is informing your planning and thinking around budgeting for your contracting needs?
 - We will share information on our budget planning during the committee meeting.
- If a service provider has a federally negotiated rate that is higher than the 10% contracted administrative rate, do you fund the service provider their federally negotiated rate?
 - Yes.
- If your rates are below the federal de minimis rate, what is the reason?
 - JOHS rates are consistent with the federal de minimis rate, 10% FY 2024 and FY 2025 15%.



Department of Housing Services



To: Supportive Housing Services Oversight Committee
From: Washington County Homeless Services Division
Date: March 7, 2025
RE: Service Provider Admin

County staff were asked to prepare responses to the following questions in advance of the Supportive Housing Services Oversight Committee (SHSOC) meeting on March 24th. Assistant Director Jes Larson will be on hand to answer additional questions related to this and the County's Quarter Two report.

**What is the difference between service providers administrative rates and contracted rates?
What are you hearing from service providers about their true administrative costs?**

Washington County contracts with service providers to fund the direct costs of staffing for a SHS program, which includes the cost of staff salaries, benefits, and supervision. We also provide an administrative de minimis rate to cover any additional program administration and indirect costs without the need for supporting documentation. Washington County raised its administrative indirect cost rate from 12% to 15% in fiscal year 2024-2025 and will be keeping the rate at 15% for the upcoming fiscal year 2025-2026. We received feedback from service providers that they appreciated the decision to increase to a 15% rate ahead of the Federal rate change and that the County was moving in the right direction.

What is informing your planning and thinking around budgeting for your contracting needs?

Washington County is shifting our budget planning strategy to greater emphasize sustainability and fidelity to the essentials of a homeless services system. Budget reductions are necessary for this sustainability, and budget cuts are already underway through planning and partnership, including tapping into carryover funds. Staff have had many conversations with our providers through a monthly meeting with executive leadership and with our advisory body, the [Homeless Solutions Advisory Council](#) in which SHSOC member Jim Bane also serves.

We are also working on amending our housing program goals to reflect our values of sustainable programming. We are continuing our investments in capital projects for the built infrastructure of the essential elements of our greater homeless services system, with multiple grand openings and groundbreakings occurring this month.

If a service provider has a federally negotiated rate that is higher than the 10% contracted administrative rate, do you fund the service provider their federally negotiated rate?

Yes, Washington County has a policy that the organization's Federally Negotiated Indirect Cost Rate (NICR) can be used in lieu our standard 15% de minimis rate. This process includes an evaluation of the organization's approved NICR in order to make any adjustments to the contracted program budget if program expenses are included in the NICR.

If your rates are below the federal de minimis rate, what is the reason?

Not applicable, we match the 15% federal de minimis rate.

SHS FY24-25 Q2 Reports

[Clackamas County](#)

[Multnomah County](#)

[Washington County](#)



600 NE Grand Ave.
Portland, OR 97232-2736

Memo

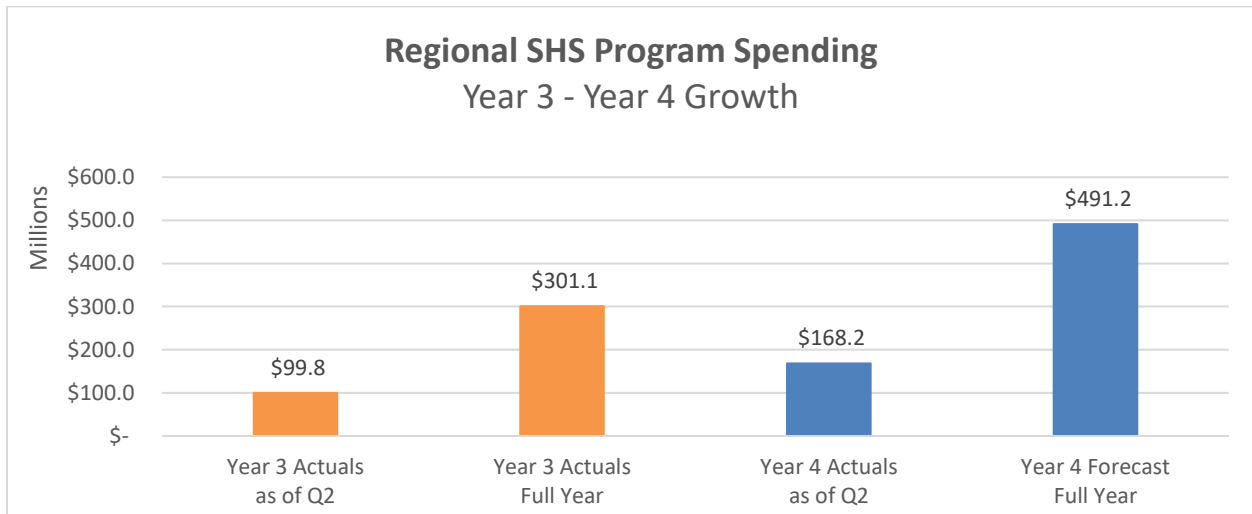
Date: March 13, 2025
To: Supportive Housing Services Oversight Committee
From: RJ Stangland, Finance Manager
Subject: FY24-25 Q2 (July – December 2024) Financial Report

Metro designed this quarterly financial report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collections and tax collection costs, administrative costs, and program costs. County financial information comes from the quarterly finance reports provided by the counties as part of their quarterly progress reports, and any updates or additional information received from the counties.

Year 4 Quarter 2 Financial Overview

Metro’s 2024 Fall forecast estimates total tax collections for FY25 to total \$323.1 million, which is \$51.4 million lower than the prior forecast for FY24 and from the original FY25 budget figure of \$374.5 million. Monthly collection trends continue to vary significantly, and more will be known after peak tax season in April and May. The full forecast and additional analysis is available [here](#).

Spending as of FY25 Q2 was significantly higher than at this point last year, continuing the trend of prior years; however, expenditure forecasts (which are based on spend down plans and include carryover revenue from prior years) should be considered highly variable as counties face lower forecasted revenue and potential overall budget deficits in the future where decisions can/will significantly impact end of year forecasts for SHS expenses and ending fund balances.



For County specific data, see the “Year 3 – Year 4 Growth” charts in the County Snapshots below.

Supportive Housing Services Tax Overview

Key Takeaways:

- As noted above, the tax collection forecast has decreased to \$323.1 million, ~14% lower than the original FY25 budget figure.

Tax Revenue Summary					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Revenue	374,500,000	69,085,895	18%	323,100,000	86%
Tax Collection Costs (Amount retained)	11,093,734	3,600,000	32%	11,093,734	100%
Net Tax Revenue	363,406,266	65,485,895	18%	312,006,266	86%
Metro Admin Allowance (5%)	18,170,313	3,274,295	18%	15,600,313	86%
County Partner Revenue	345,235,953	62,211,600	18%	296,405,953	86%
Multnomah County	156,506,965	28,202,592	18%	134,370,699	86%
Washington County	115,078,651	20,737,200	18%	98,801,984	86%
Clackamas County	73,650,337	13,271,808	18%	63,233,270	86%

Tax Collection Costs					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Tax Collection Costs	11,093,734	3,416,720	31%	11,093,734	100%
Personnel	5,176,829	1,821,416	35%	5,176,829	100%
Software	3,705,609	1,135,419	31%	3,705,609	100%
Other M&S	1,420,886	459,886	32%	1,420,886	100%
Contingency	790,410	-	0%	790,410	100%

Tax collections above are on an accrual accounting basis and reflect collections received by Metro and disbursed to county partners from September – December 2024. Tax collections by the tax administrator through July 2024, received by Metro and disbursed to county partners in August 2024, are recorded in FY24 since these tax payments are for income earned during that fiscal year.

The amount retained by Metro for tax collection costs is based on estimated costs; actual YTD tax collection costs are detailed in the second table. Metro trues up this amount after the end of the fiscal year.

Administration and Oversight Costs

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

Key Takeaways:

- Metro entered this fiscal year with \$32.1 million in carryover from the prior year. As with the ramp up of county programs last year, Metro is also expecting its own administrative spending to continue to ramp up over the next couple of years. Metro estimates to end this fiscal year with approximately \$36.5 million in carryover some of which is due to a number of current vacancies in a hiring freeze and that some planned spending has been halted due to ongoing conversations about the future of the program.
- Metro will be using carryover funds to fund program growth in FY24-25, including limited duration FTE and other one-time investments to provide necessary capacity for new and growing bodies of work and programmatic opportunities.

Metro Administrative Costs					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	29,814,941	32,105,613	108%	32,105,613	108%
YTD Admin Allowance (5%)	18,170,313	3,274,295	18%	15,600,313	86%
Interest Earnings	880,000	493,337	56%	880,000	100%
Total Resources	48,865,254	35,873,244	73%	48,585,926	99%
Direct Personnel	6,525,778	2,440,010	37%	5,368,022	82%
Materials & Services	4,002,425	306,393	8%	2,307,606	58%
Indirect Costs (Allocation Plan)	4,456,449	2,228,224	50%	4,456,449	100%
Contingency	3,185,661	-	N/A	-	N/A
Expense & Contingency	18,170,313	4,974,628	27%	12,132,077	67%
Carryover to next period	30,694,941	30,898,617		36,453,850	

Metro recommends that each county’s program administrative costs do not exceed 5% of SHS program revenue. These costs do not include the administrative costs of service providers or regional long-term rent assistance (RLRA). Due to timing differences in when revenue is recorded, this metric is not monitored on a quarterly basis. It will be reported in the annual report.

For quarterly monitoring, county administrative costs as a percentage of program costs are shown in the table below.

County Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
County Administrative Costs	902,070	3,266,491	1,941,687	6,110,248
<i>% of SHS program costs</i>	3%	4%	3%	4%

County Partner Snapshots

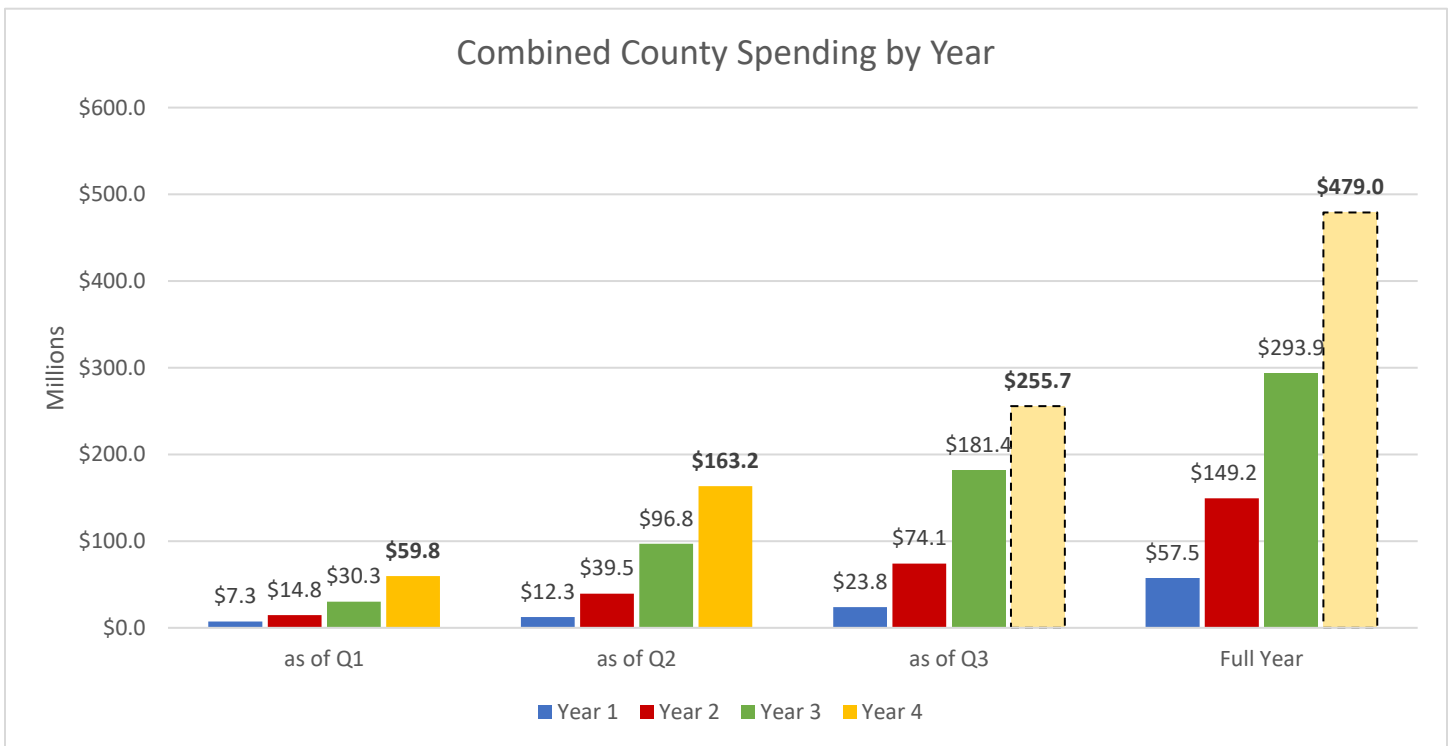
The following pages summarize financial information by county, in both numerical and visual form. This provides a consistent format to compare the similar but unique programs of each county.

Note: SHS Program Revenue reported below is per the counties’ financial reports. It may differ from the revenue reported above due to additional revenue, such as interest earnings, and differences in timing per each county’s accounting policies.

Key Takeaways:

- Together, the counties have spent a combined total of \$163.2 million on SHS program costs as of the second quarter of Year 4 (July 2024 – December 2024), which continues to be a significant increase from the \$96.8 million spent in the prior year at this point.
- Forecasts should be considered highly variable as counties face lower forecasted revenue and potential overall budget deficits in the future where decisions can/will significantly impact both Q3 and end of year forecasts for SHS expenses.

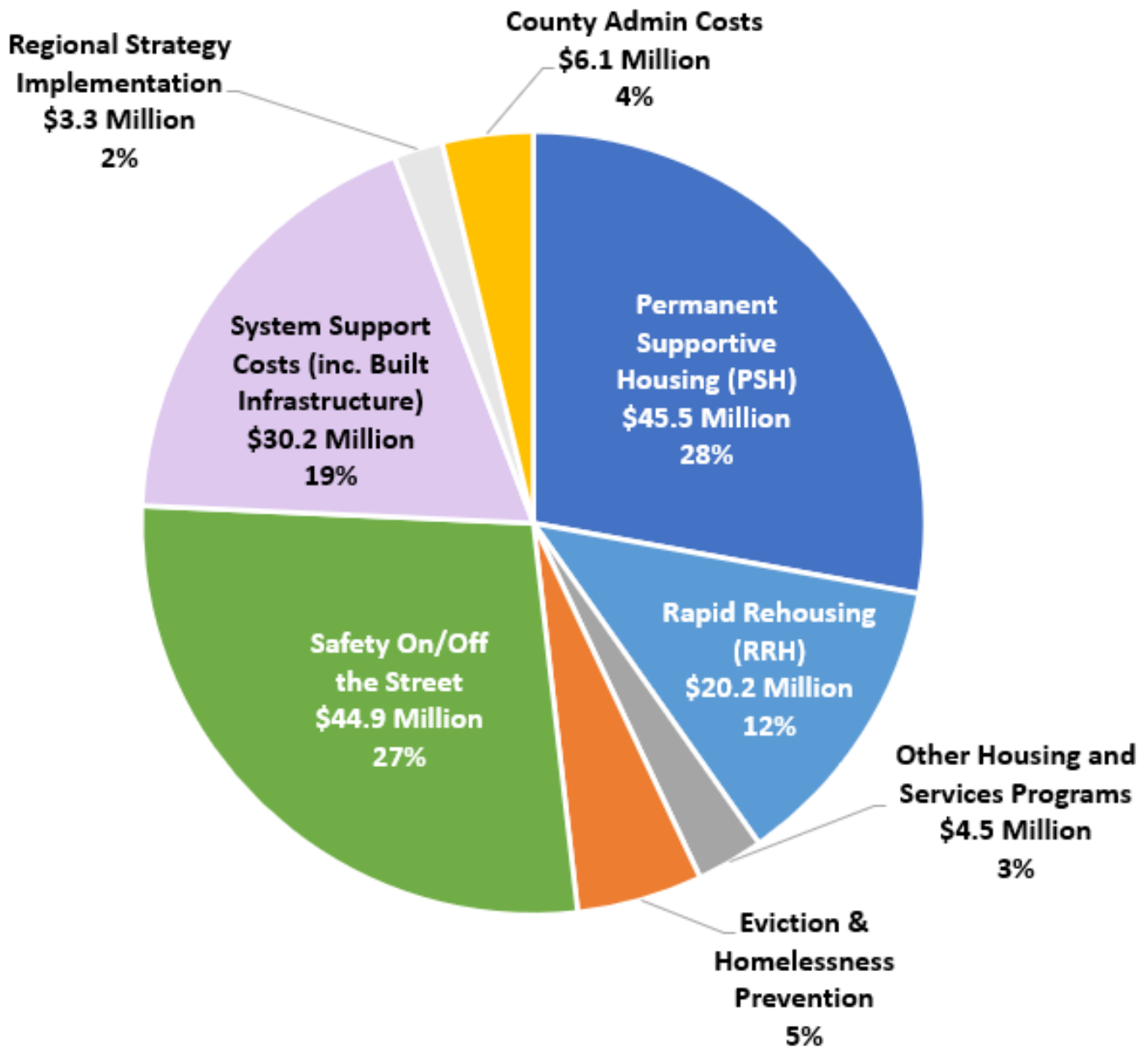
County Summary July-Dec 2024 (in millions)				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	\$107.6	\$128.0	\$125.9	\$361.5
SHS Program Revenue	\$13.3	\$28.2	\$20.7	\$62.2
Interest Earnings	\$0.0	\$1.9	\$2.1	\$4.0
Total Resources	\$120.8	\$156.2	\$146.7	\$423.8
Program Costs	\$26.3	\$76.7	\$60.3	\$163.2
Total Expense	\$26.3	\$76.7	\$60.3	\$163.2
Budgeted Reserves	\$17.5	\$25.5	\$75.7	\$118.7
Ending Balance (incl. Reserves)	\$94.5	\$79.6	\$86.4	\$260.5



Regional SHS Spending by Program Category (All Counties Combined)

\$163.2 million

(Year 4 Q2: July 2024 – December 2024)



Clackamas County Snapshot

Overview

Clackamas County included estimated carryover in its FY25 budget, however actual carryover was \$9.8 million higher due to higher than anticipated collections in the prior year. Similarly, Clackamas County’s original budget for FY25 program revenue reflected Metro’s initial budget, which has since decreased by \$10.4 million. As a result, Clackamas County expects to end the year with \$1.6 million less in resources (assuming their interest earnings forecast) than initially budgeted.

Clackamas County reported \$26.3 million in expenses as of FY25 Q2, and based on its spend down plan, expects to have \$91.5 million in total expenses this fiscal year. This would result in an ending balance of \$79.3 million for next fiscal year, of which \$17.5 million is budgeted as a stabilization reserve.

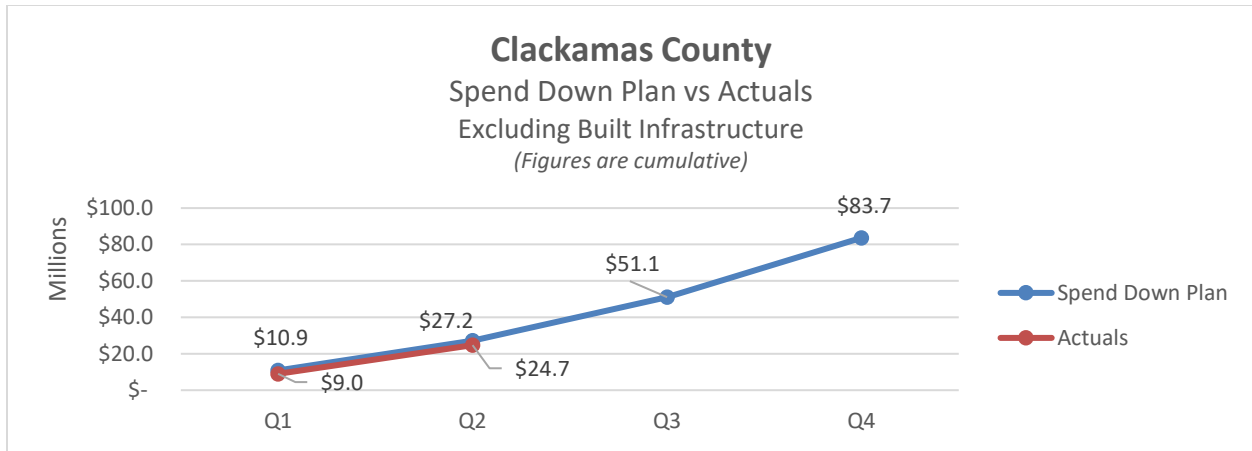
Clackamas County’s spend down plan for carryover includes limited-term investments in service provider capacity building, an expansion of short-term rent assistance, capital investments in built infrastructure, and pilot programs to test new approaches.

Clackamas County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	97,724,635	107,556,145	110%	107,556,145	110%
SHS Program Revenue	73,650,336	13,271,803	18%	63,233,270	86%
Interest Earnings	1,000,000	-	0%	1,000,000	100%
Total Resources	172,374,972	120,827,948	70%	170,789,415	99%
Program Costs (excluding Built Infrastructure)	108,655,417	24,733,152	23%	83,664,671	77%
Built Infrastructure	42,489,492	1,568,934	4%	7,800,000	18%
Contingency	3,682,517	-	0%	-	0%
Expense & Contingency	154,827,425	26,302,086	17%	91,464,671	59%
Reserves	17,547,546	17,547,546		17,547,546	
Ending Balance (incl. Reserves)	17,547,546	94,525,862		79,324,744	

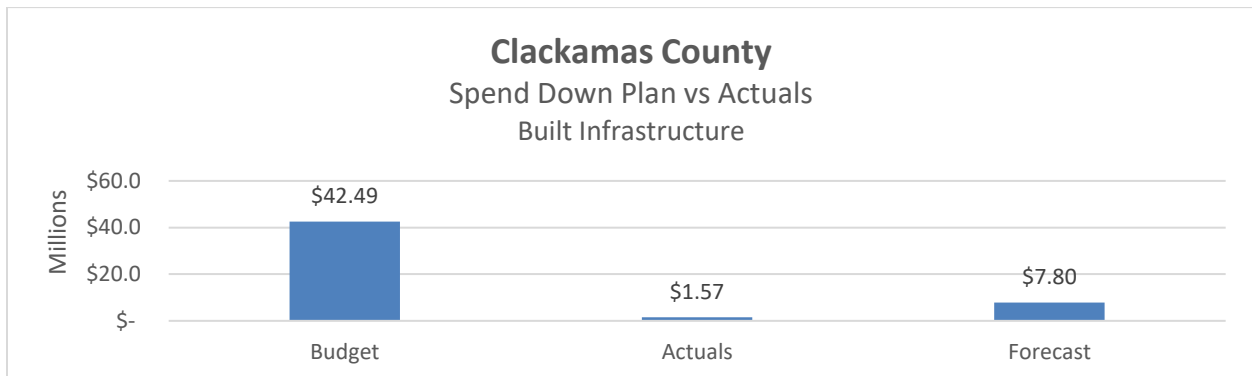
Annual Spending

Forecasted annual spending is \$91.5 million, 169% of the prior year amount and 145% of forecasted current year program revenue.

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Clackamas County’s spend down plan projects that it will spend 77% of its annual program budget in FY25, excluding built infrastructure.

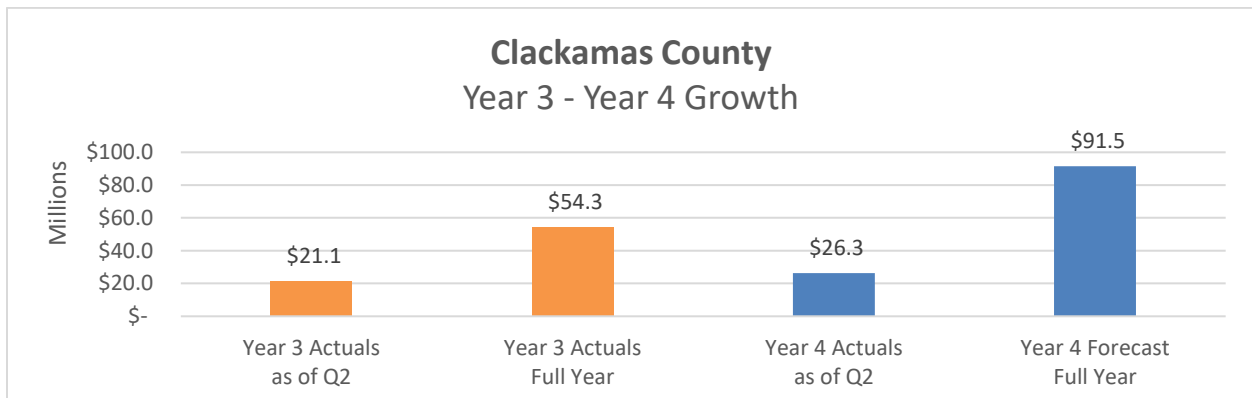


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Clackamas County continued construction on the new Clackamas Village transitional shelter project. This new village is currently scheduled to open at the end of FY 24-25. The County also purchased a building for a new recovery campus which will be named Cascade Heights. The county anticipates spending approximately \$7.8 million on built infrastructure in FY25 and the remaining amount in future years.

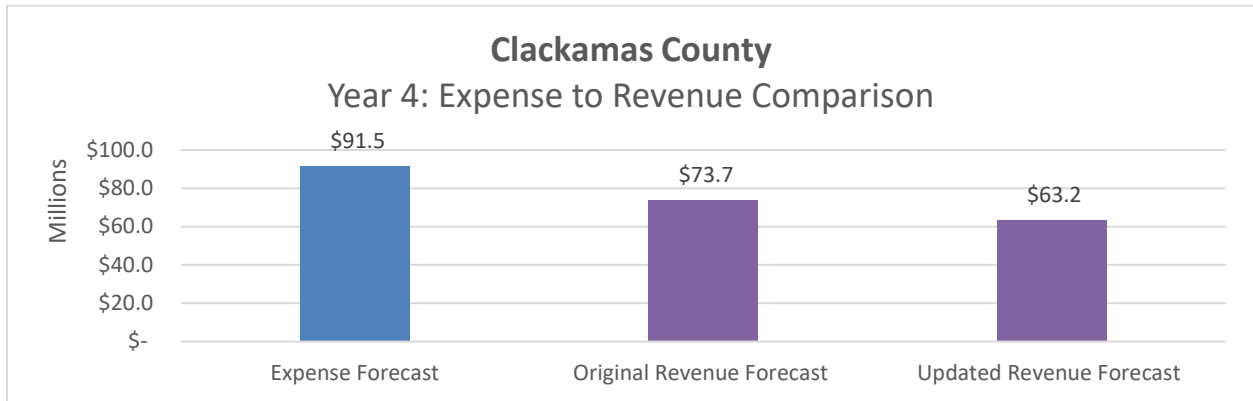


Growth

The following chart compares Year 3 spending with Year 4. Clackamas County has spent about 125% more in Year 4 as compared to this time in Year 3. In fact, Clackamas County has already spent over half of Year 3’s full year actuals at this time and is forecasted to spend about 169% more by the end of Year 4 when compared to last year.

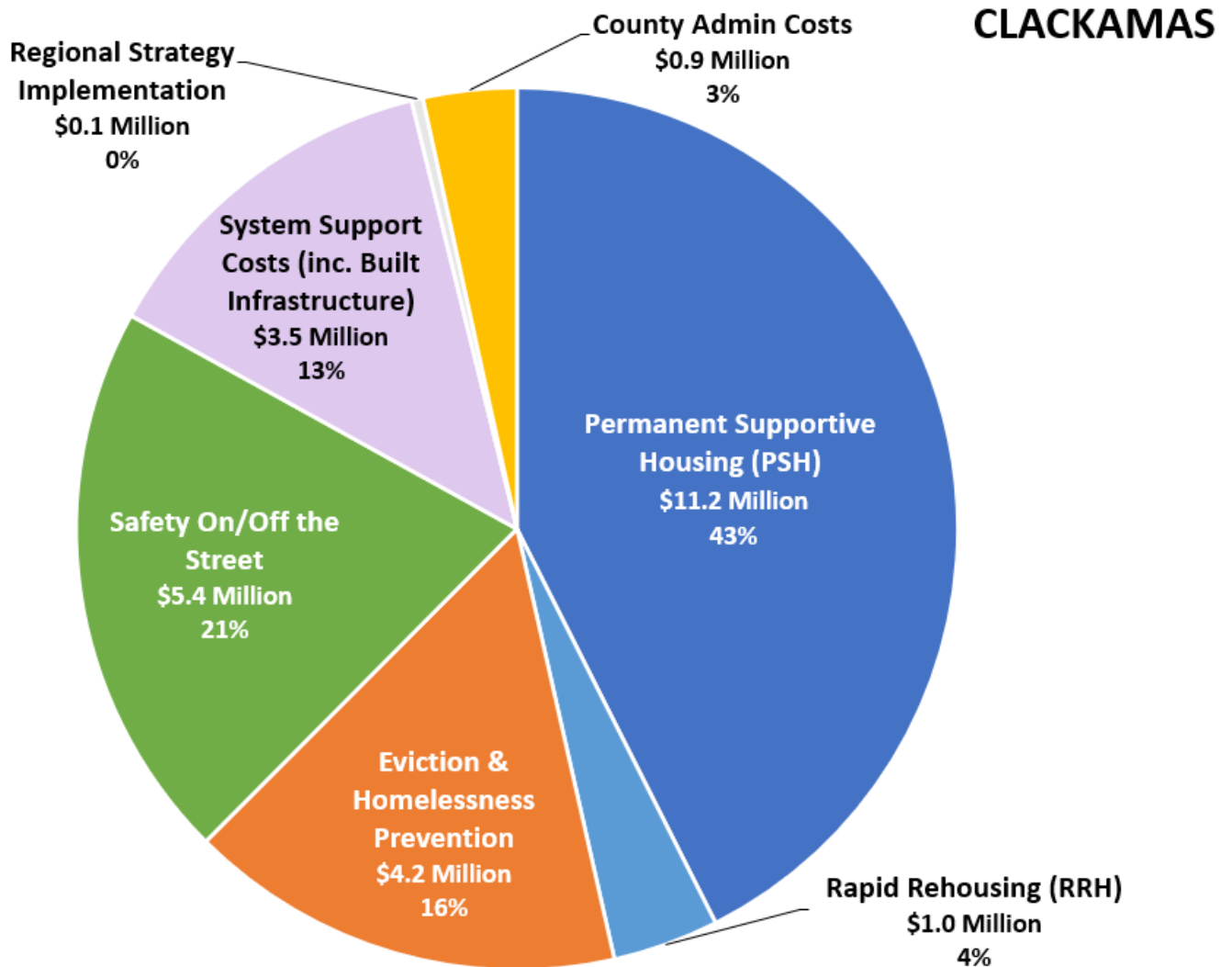


The chart below compares expense and revenue forecasts (original and updated). In year 4, there is now a deficit gap between program expense and revenue, as programs are fully ramped up while the latest revenue forecasts are lower than originally forecasted for FY25.



Clackamas County SHS Spending by Program Category

(Year 4 Q2: July 2024 – December 2024)



Multnomah County Snapshot

Overview

Multnomah County included estimated carryover in its FY25 budget; however, actual carryover was \$19.5 million lower. Similarly, Multnomah County’s original budget for FY25 program revenue reflected Metro’s initial budget, which has since decreased by \$18.7 million. As a result, Multnomah County expects to end the year with \$36.3 million less in resources than initially budgeted.

Multnomah County reported \$76.7 million in expenses as of FY25 Q2, and based on its spend down plan, expects to have \$203.4 million in total expenses this fiscal year. This would result in an ending balance of \$60.9 million for next fiscal year, of which \$25.5 million is budgeted as a stabilization reserve. Please note that Built Infrastructure Year End Forecast was not reported in Q2 which could increase total expenses, thus lowering ending balance.

Multnomah County’s spend down plan for carryover includes limited-term investments in short-term rent assistance, service provider capacity building grants, and capital investments in shelter-related built infrastructure and temporary alternative shelter sites with the City of Portland.

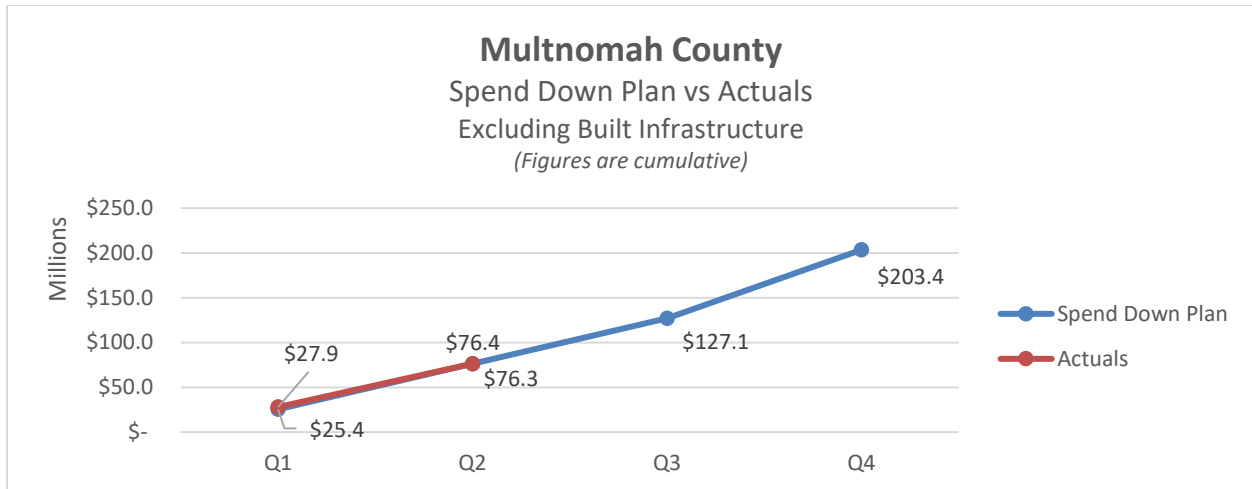
Multnomah County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	147,559,563	128,047,329	87%	128,047,329	87%
SHS Program Revenue	153,059,453	28,202,581	18%	134,370,699	88%
Interest Earnings	-	1,872,290	N/A	1,872,290	N/A
Total Resources	300,619,016	158,122,200	53%	264,290,318	88%
Program Costs (excluding Built Infrastructure)	254,282,160	76,364,242	30%	203,425,728	80%
Built Infrastructure	13,050,000	289,695	2%	?	?
Contingency	7,825,348	-	0%	-	0%
Expense & Contingency	275,157,508	76,653,937	28%	203,425,728	74%
Reserves	25,461,508	25,461,508		25,461,508	
Ending Balance (incl. Reserves)	25,461,508	81,468,263		60,864,590	

Note: These budget figures are based on Multnomah County’s latest amended budget, which reflects an update from the budget figures originally reported in Q1 report. Specifically, budget revenue was adjusted given the latest forecast, and budgeted expenses slightly decreased by \$4.2 million.

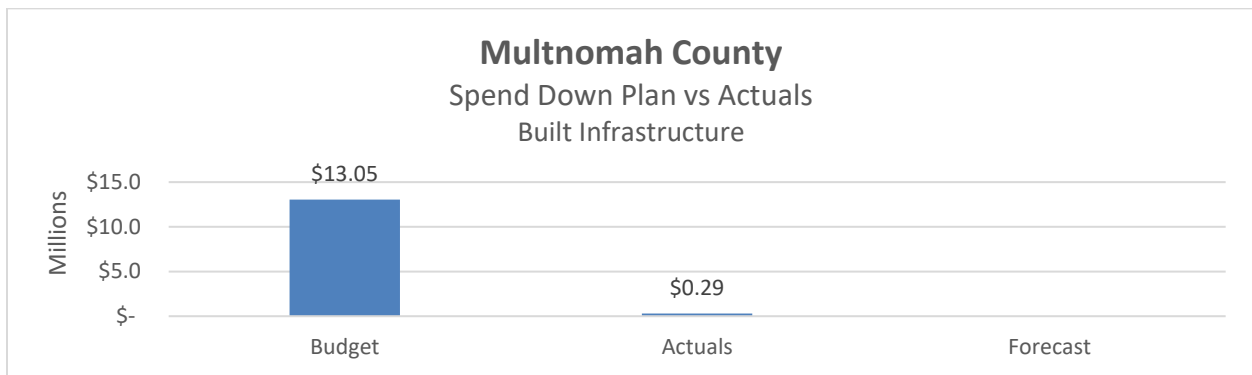
Annual Spending

Forecasted annual spending is \$203.4 million, 142% of the prior year amount and 151% of forecasted current year program revenue (excluding interest earnings).

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Multnomah County’s spend down plan projects that it will spend 80% of its annual program budget in FY25, excluding built infrastructure.

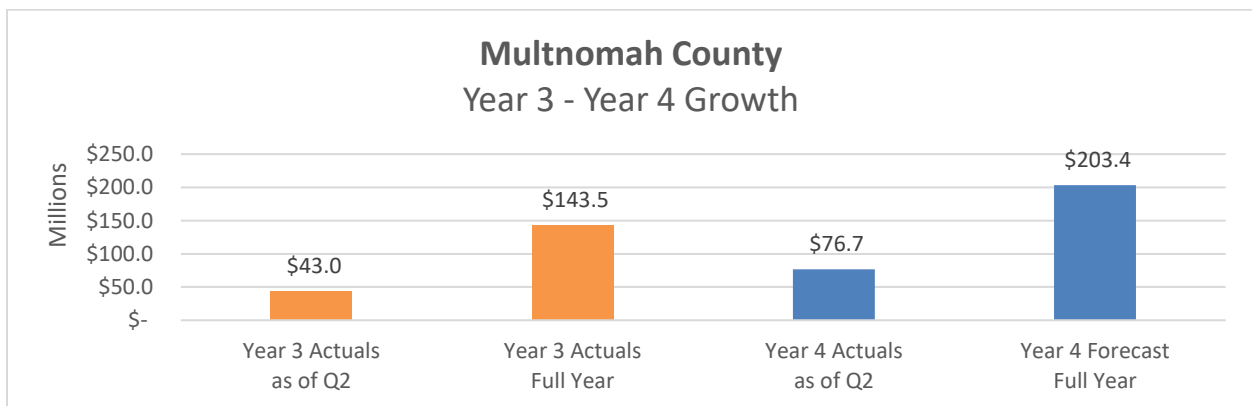


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Multnomah County’s Q2 report did not comment on specifics for Built Infrastructure for FY25 nor the end of year forecast, but from the FY24 Q4 report: Multnomah County noted investing in stabilization and transitional housing and shelter capital projects.

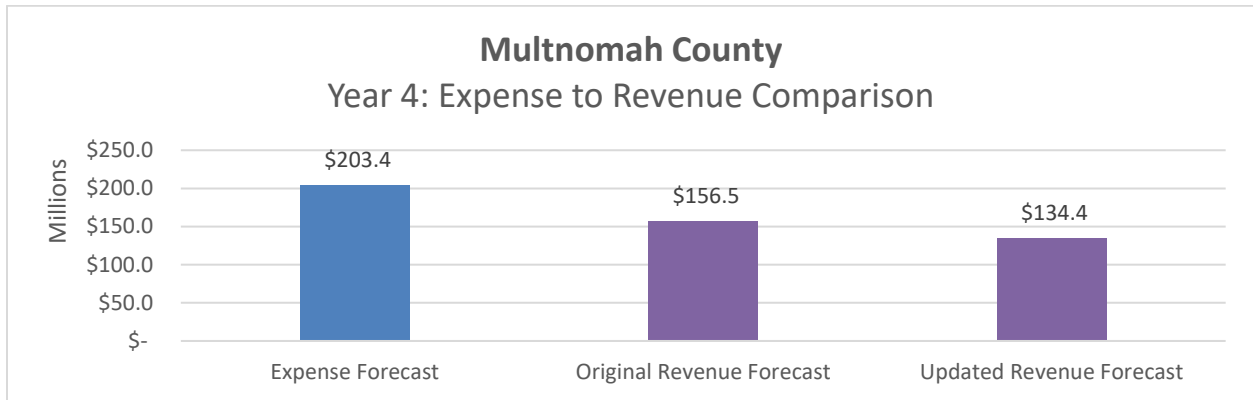


Growth

The following chart compares Year 3 spending with Year 4. Multnomah County has spent over 175% more in Year 4 as compared to this time in Year 3 and is forecasted to spend over 140% more by the end of the year when compared to last year.

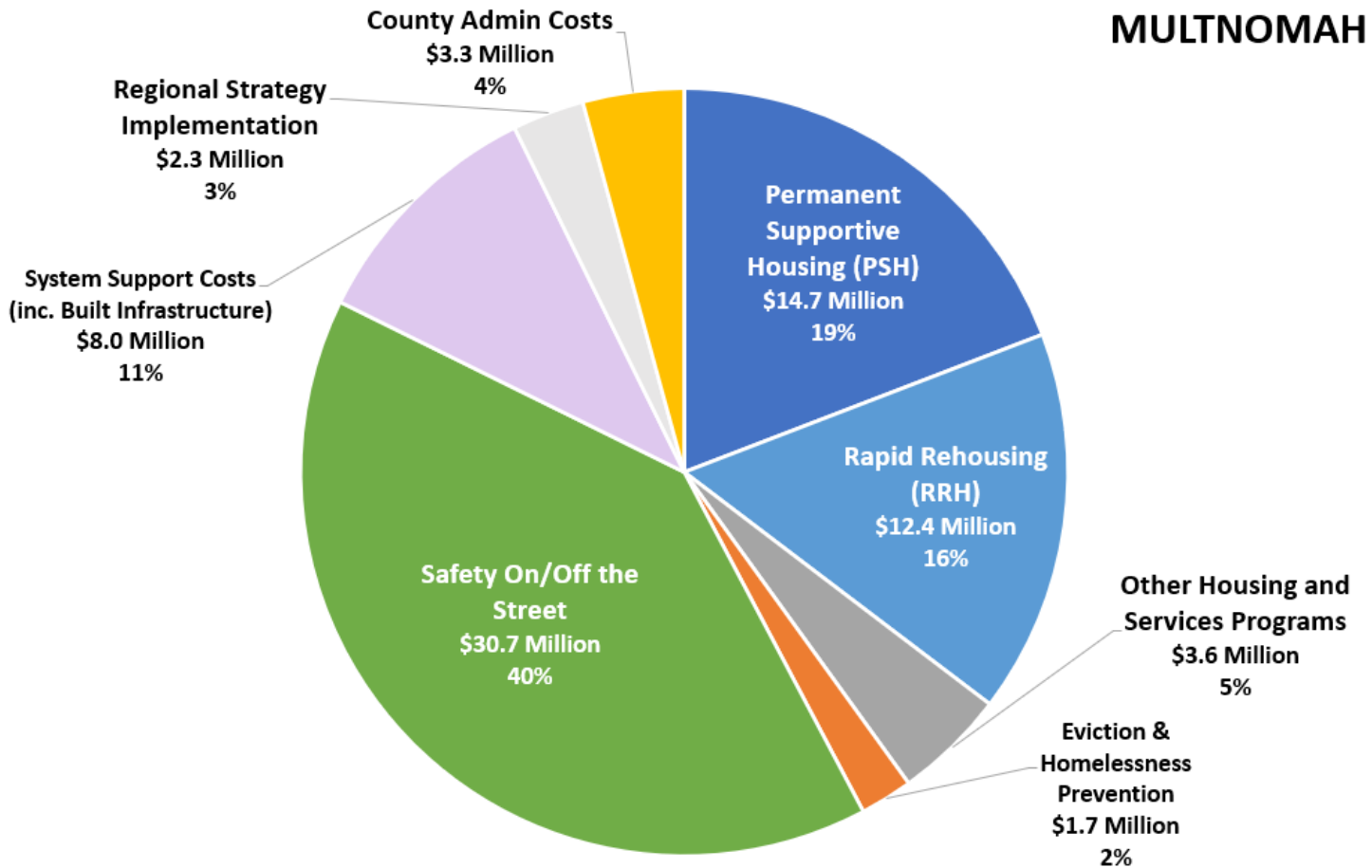


The chart below compares expense and revenue forecasts (original and updated). In year 4, there is now a deficit gap between program expense and revenue, as programs are fully ramped up while the latest revenue forecasts are lower than originally forecasted for FY25.



Multnomah County SHS Spending by Program Category
(Year 4 Q2: July 2024 – December 2024)

MULTNOMAH



Washington County Snapshot

Overview

Washington County has made several adjustments to its current year budget to better reflect projected revenues and expenditures, some formally adopted and some planned for later in the fiscal year. Based on current projections, Washington County expects to end the year with \$16.2 million more in resources than initially budgeted, though with their Proforma Budget (Amendment #2), they balanced their year-end forecast with current forecast including interest earnings not originally budgeted.

Washington County reported \$60.2 million in expenses as of FY25 Q2, and based on its spend down plan, expects to have \$184.1 million in total expenses this fiscal year. This would result in an ending balance of \$40.6 million for next fiscal year.

Washington County’s spend down plan for carryover includes significant investments in built infrastructure for shelters, drop-in centers, and permanent supportive housing. It also includes investments in service provider capacity building and an expansion of short-term rent assistance.

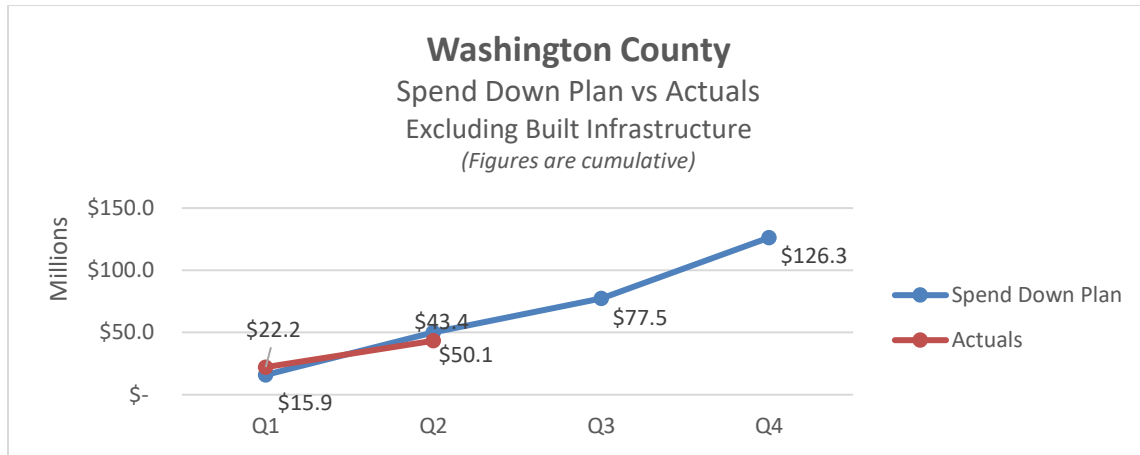
Washington County					
	Budget	YTD Actuals	% of Budget	Year-end Forecast	% of Budget
Prior Year Carryover	125,941,282	125,941,282	100%	125,941,282	100%
SHS Program Revenue	98,700,000	20,737,192	21%	98,801,984	100%
Interest Earnings	-	2,144,338	N/A	2,144,338	N/A
Total Resources	224,641,282	148,822,812	66%	224,743,266	100%
Program Costs (excluding Built Infrastructure)	132,950,851	43,397,477	33%	126,303,308	95%
Built Infrastructure	10,259,896	16,894,748	165%	57,845,993	564%
Contingency	5,750,000	-	0%	-	0%
Expense & Contingency	148,960,747	60,292,225	40%	184,149,301	124%
Reserves	75,680,535	75,680,535		75,680,535	
Ending Balance (incl. Reserves)	75,680,535	88,530,587		40,593,965	

Note: These budget figures are based on Washington County’s latest amended budget (#2 Proforma Budget 5/10/25). Specifically, budgeted revenue now matches latest forecast, expenses have increased by \$22.4 million and forecasted ending balance has decreased by \$38.7 million.

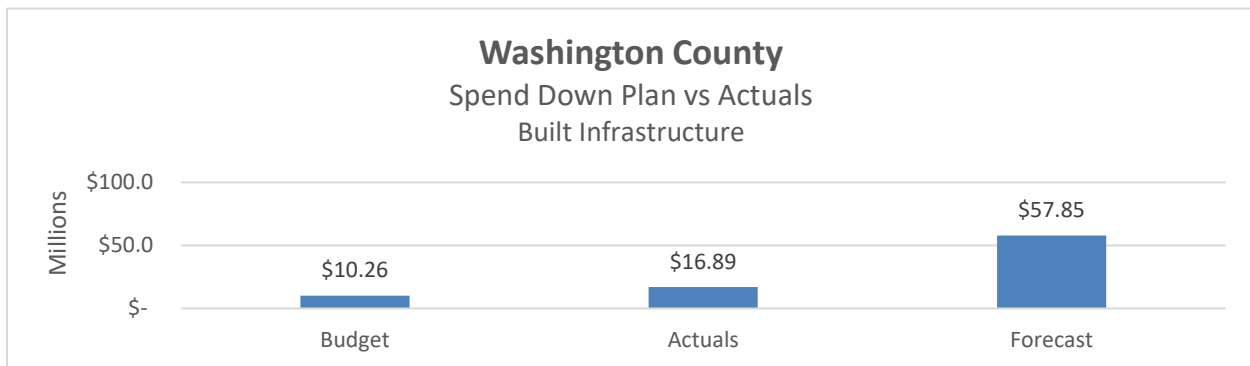
Annual Spending

Forecasted annual spending is \$184.1 million, 383% of the prior year amount and 186% of forecasted current year program revenue (excluding interest earnings).

The spend-down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Washington County’s spend down plan projects that it will spend 95% of its annual program budget in FY25, excluding built infrastructure.

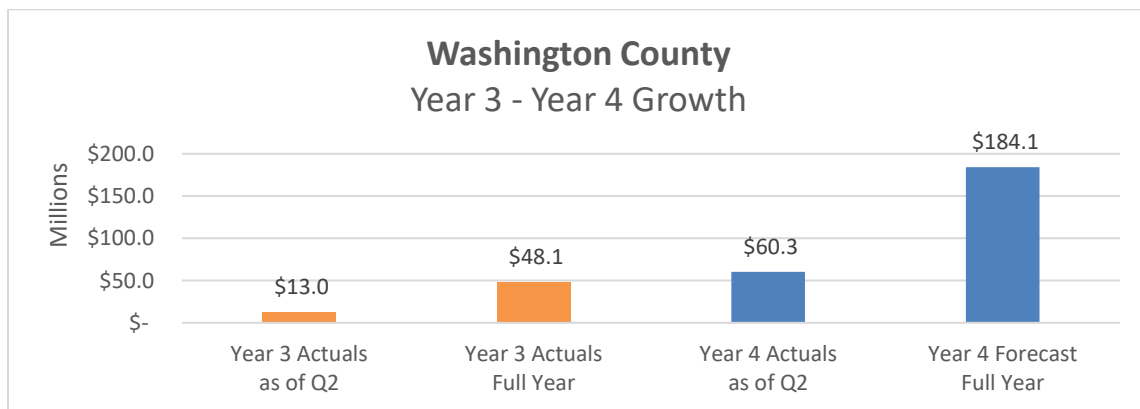


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Washington County commented in Q2 to have Shelter capital investments (already committed), up to four Access Center capital acquisition and rehab projects, and two Transitional housing capital projects.



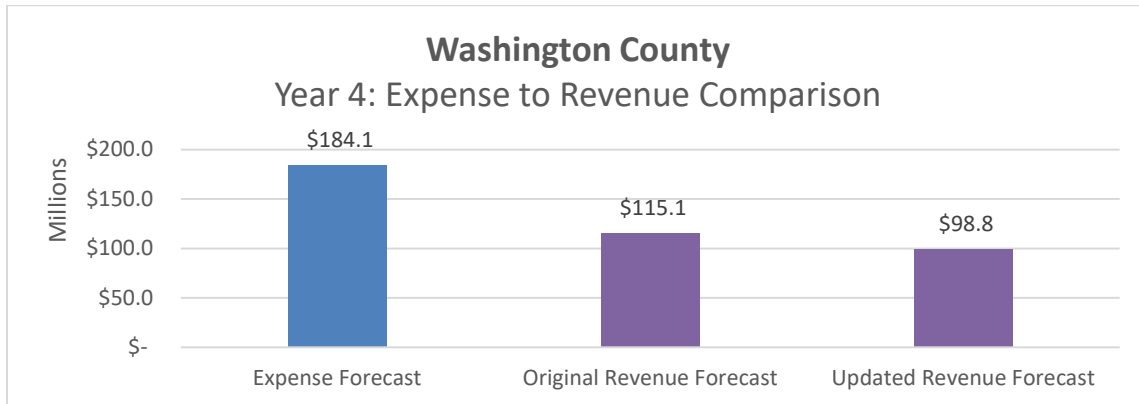
Growth

The following chart compares Year 3 spending with Year 4. Washington County has spent over 4.5 times more in Year 4 as compared to this time in Year 3 and is forecasted to spend over 380% more by the end of the year when compared to last year.



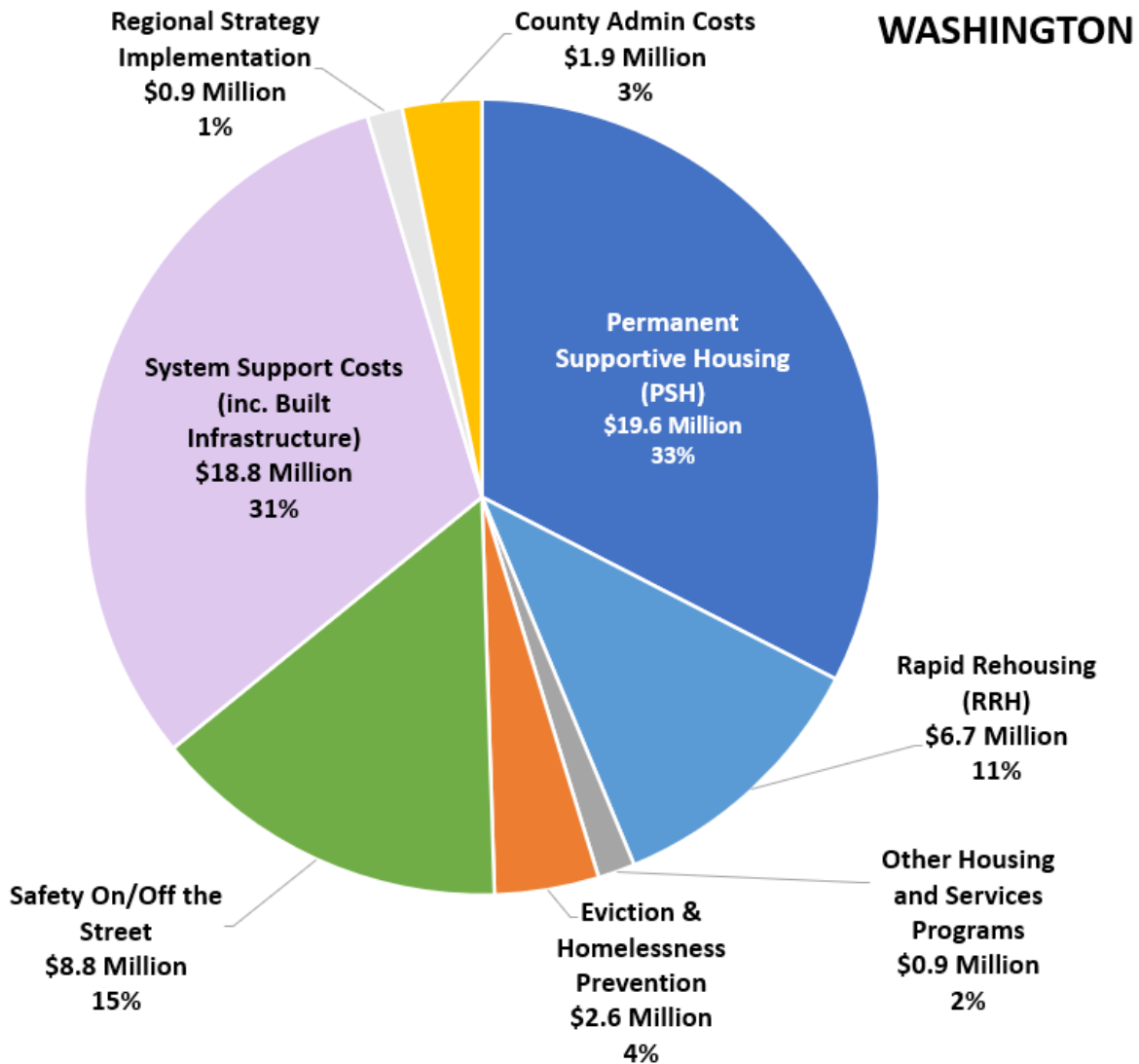
The chart below compares expense and revenue forecasts (original and updated). In year 4, there is now a significant deficit gap between program expense and revenue, as programs are fully ramped

up (including committed built infrastructure) while the latest revenue forecasts are lower than originally forecasted for FY25.



Washington County SHS Spending by Program Category

(Year 4 Q2: July 2024 – December 2024)



Regional progress: FY21 - FY25 Q2

Type	Progress from FY21 - FY25 Q2
Permanent housing placements	4,316 households
Rapid rehousing placements	2,931 households
Eviction prevention	17,048 households
Shelter units	2,568 units created/sustained

Regional progress to FY25 workplan goals

Type	FY25 goal	July 1, 2024 to Dec 31, 2024
Permanent supportive housing placements	1,025 households	592 households (57.8% of goal)
Rapid rehousing placements	1,110 households	535 households (48.2%)
Homelessness prevention	3,000 households	1,978 households (65.9% of goal)
Shelter units	2,027 units	2,312 units (114% of goal)

Clackamas County FY 2024-2025 Quarter 2 Update

Quantitative Goals

FY 2024-2025 Annual Workplan Objective	FY 2024-2025 Annual Workplan Goal	YTD	Progress from Year 1
Housing Placements (PSH+RRH) (households)	435 households	285 households	1,430 households
PSH Placements (households)	275 households	134 households	1,064 households
Rapid Re-housing Placements (households)	160 households	151 households	366 households
Homelessness Preventions (households)	1,000 households	965 households	2,479 households
Supported Emergency/ Transitional Shelter Units	230 units	0 units	210 units
Outreach Engagements (households)	750 households	440 households	440 households

Qualitative Progress Narrative

In Q2, Clackamas County made strong progress toward their annual goals around health and housing initiatives. The County has successfully implemented the Medicaid 1115 Demonstration Waiver for Health-Related Social Needs (HRSN) services. They have also received \$1.6M in Community Capacity Building Grants which will support waiver-specific services and regional collaboration. The Health and Housing Integration Team is coordinating internally and working closely with Multnomah and Washington County to maximize housing stability through this new waiver.

Additionally, Clackamas County launched its Community Paramedic program, which is already demonstrating a significant impact by providing critical health services. This includes, but is not limited to wound care, behavioral health support, and detox assistance. The Community Paramedic works closely with a wide range of health, outreach, and law enforcement partners.

To advance their housing services goals this fiscal year, Clackamas County piloted health care case conferencing to support individuals with complex needs, such as seniors,

individuals with behavioral health challenges, and individuals with intellectual and developmental disabilities, meeting one of their annual goals. Clackamas County also directly funded two behavioral health case managers in the county's Health Centers Division with SHS funds. They assist individuals experiencing homelessness or housing instability with significant behavioral health need, and provide housing navigation, eviction prevention, and case management services. Clients are able to access housing and navigate health barriers with this support.

In response to the loss of program participants, the County has implemented a structured grief support for staff impacted by the death of a program participant, including outreach from mental health professionals and debriefing sessions. Employees also have access to therapy and assistance programs for ongoing support. The county's program team is also collaborating with Suicide Prevention of Clackamas County on a future smartphone app to provide resources for individuals navigating mental health and housing challenges

Clackamas County met their annual goal to align SHS services with behavioral and public health systems by improving on internal coordination on planning and service delivery that span the continuum of housing services. They also achieved their annual goal of enhancing compliance and quality improvement functions for contract oversight by implementing a standardized Excel-based tool. This is being utilized in quarterly check-in with contracted service providers. It is intended to summarize key performance indicators such as households served compared to contracted capacity, total invoiced compared to contracted budget and data quality and completeness. This tool is shared with providers in advance.

Lastly, Clackamas County celebrated the grand opening of Anna's Annex, a new social service building at Clackamas Service Center. This new building offers showers, laundry, clothing and hygiene items, and a federally qualified health center. Anna's Annex will also house a new program named Housing Emergency Assistance and Resilience for Tenants, or Milwaukie HEART, funded through the county's City Led Initiatives that will offer seniors and families with children with short-term rental assistance and grocery support.

Multnomah County FY 2024-2025 Quarter 2 Update

Quantitative Goals

FY 2024-2025 Annual Workplan Objective	FY 2024-2025 Annual Workplan Goal	YTD	Progress from Year 1
Housing Placements (PSH+RRH) (households)	875 new households	460 households	3,584 households
PSH Placements (households)	300 households	198 households	1,415 households
Rapid Re-housing Placements (households)	440 households	234 households	1,938 households
Other Permanent Housing Placements (households)	135 households	27 households	231 households
Homelessness Preventions (households)	600 households	330 households	11,887 households
Emergency Shelter <i>Health Department included</i>	309 new 1,088 sustained	10 new 1,678 sustained	1,948 units
New Shelter Units	250 new units	10 new units	543 new units

**Multnomah County uses a different metric to report shelter units created or sustained. 1,688 is how many shelter units they are funding now. They funded units previously, but because some are no longer funded, we cannot “add up” from Year 1.*

Qualitative Goals Progress Narrative

Multnomah County is successfully implementing their first significant funding increase for Permanent Supportive Housing (PSH) services. The \$18.5 million investment has raised funding from \$10,000 to \$15,000 per household annually, with additional premiums of \$17,500 per household for culturally specific projects, family projects, and PSH projects. This increase has helped reduce caseloads, improve staff support and services for participants, making it easier to keep people housed.

These resources have reached the youth system and providers such as New Avenues for Youth (NAFY), have used these funds to hire more staff broaden housing opportunities for youth affected by both homelessness and a developmental disability.

These funds made it possible for NAFY to connect in-person with other youth providers and collaborate to reinstate the regular homeless youth continuum case manager meetings. Ultimately this has improved transitions for youth and expanding housing opportunities for those with developmental disabilities. The funding has been widely appreciated, especially by culturally specific organizations, who feel more valued for their contributions. Overall, the funding increase is a promising step forward, with continued efforts needed to close remaining gaps.

The Joint Office invested \$5 million in SHS funds this quarter to cover the federal match for 28 Continuum of Care (CoC) projects in Multnomah County, providing much-needed stability for historically underfunded programs. While HUD covers 75% of project costs, providers must supply a 25% match, which has become harder to cover due to rising costs and flat federal funding. The SHS funds helped ensure 97% of providers could continue their HUD CoC projects, surpassing the 95% retention goal. These funds have improved program and participant wellness, enabling providers to better cover staff wages, design accurate administration budgets, and increase participant support. The Joint Office has advocated with HUD for more flexibility in allowable costs. As of the last report, 15% of the allocated match funds had been spent, with expectations for increased spending in the upcoming quarters.

Washington County FY 2024-2025 Quarter 2 Update

Quantitative Goals

FY 2024-2025 Annual Workplan Objective	FY 2024-2025 Annual Workplan Goal	YTD	Progress from Year 1
Housing Placements (PSH+RRH) (households)	950 households	416 households	2,233 households
PSH Placements (households)	450 households	266 households	1,606 households
Rapid Re-housing/Short-term Rent Assistance (households)	300 households (45 new slots/vouchers)	130 households	601 households
Rapid Re-housing/Short-term Rent Assistance (households)	200 Move-In Ready households	20 households	26 households
Homelessness Preventions (households)	1,400	683 households	2,682 households

Qualitative Goals Progress Narrative

In quarter 2, Washington County has made significant strides in developing and improving its homeless services system of care. There have been notable improvements and achievements in physical infrastructure, system optimization, and program improvement. The first milestone met was the completion of the county's first purpose-built shelter, which is a shelter tailored and designed to meet the needs of the shelter residents, from building design to services available. Additionally, Washington county successfully funded 119 units of transitional housing in partnership with Central City Concern and Transcending Hope. This initiative is specifically aimed at supporting individuals with acute behavioral health needs. These transitional units, located across two sites, are focused on recovery and stabilization.

The county also reached a significant milestone with the opening of its first of three planned purpose-built shelters in December. The Beaverton shelter was awarded \$4.8 million in SHS funding for construction, and an additional \$1.9 million for ongoing operations, providing 60 beds in a trauma-informed setting. This shelter is designed for

temporary housing, as well as including designated spaces to address healthcare needs. The opening of this shelter reflects Washington County's focus on creating a dynamic and comprehensive support system for vulnerable populations. Washington County also awarded \$5 million to Open Door HousingWorks for the development of the third of four planned access centers, with the Western Washington County site set to open in Cornelius, OR.

As part of Washington County's ongoing system refinements, the county saw measurable progress in their Permanent Supportive Housing (PSH) placements, surpassing the halfway point of their goal to house 450 households this fiscal year. This success is credited to the county's strategic adjustments, such as removing referral hold policies and eliminating internal enrollment slots which have accelerated placements. The county also launched a partner monitoring framework to track performance by establishing both desk and on-site monitoring phases with service providers. This new process is aimed at improving outcomes and service delivery across the system.

Washington County staff continued to prioritize community and public engagement to ensure that regional resources were better understood and that partnerships were strengthened. The annual Housing Forum, held in partnership with advisory bodies such as the Housing Advisory Committee and the Homeless Solutions Advisory Council, was a significant event. It was attended by roughly 75 attendees and featured panels on integrating behavioral health into affordable housing and housing preservation.



Housing Communications Monthly Report – February 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.

Email marketing

The March external newsletter is set to release next week and will feature the Metro housing-funded projects' openings and groundbreakings that have been celebrated in February and March.

Earned media

The Housing Department in February celebrated the opening of the SHS-funded Oak Street Shelter and the groundbreaking of the affordable housing bond-funded Jade Apartments. Both events were well covered by at least 5 different local media outlets. Click these links to see stories on [print](#), [television](#) and [radio](#).

Also in February, The Oregonian ran its [first article](#) in a periodic series about what SHS pays for and how it's working. The series is intended to lead up to the potential SHS reform ballot measure in November. Housing Comms met with the reporter several times ahead of the launch of this series to emphasize the importance of voters becoming aware of SHS programming. Housing Comms is working with the reporter on upcoming installations in this series.

Housing comms also provided information on background to reporters and assisted Central Comms on a [number of articles covering Multnomah County's](#) homeless services budget shortfall.

Marketing and Public Education

A postcard reminding voters of the SHS tax is being printed and will be sent out to all voters in the region in late March/early April. It contains information on eligibility, links to pay, and information on the success of the tax thus far.

A set of slides that highlight the affordable housing bond and supportive housing services will continue to be displayed in local independent theaters throughout the coming months.

The Housing Department's "Home is everything" public awareness campaign continued in February. It features digital ads across the internet and on Oregonlive.com. These ads link back to a page on the Metro website that contains information about Housing Department programs. The CTR for performance display ads in February was .72% and for local site ads on Oregonlive.com was .15%. **During the month of February, this campaign resulted in 789,837 impressions and 2,976 total clicks.** These results were not as optimal of January, but still above benchmark.

Social media

The communications team published social media content on two SHS-funded projects: the opening of the [Oak Street Village shelter](#) and the start of construction of the [Hillsboro Year-Round Shelter](#). There was also a piece on the groundbreakings of the [Jade Apartments](#) and [M. Carter Commons](#), to which the housing bond and transit-oriented development funds contributed. The housing communications staff also worked with Metro central communications to ensure that



inclement weather and emergency shelter information from the region's counties were passed along.

Up and coming

In March, we will be launching a public education campaign with Tri-Met and also displaying informational banners at local bond-funded sites throughout the region.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | February 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	Progress
<i>Regional Landlord Recruitment</i>	<i>Metro and county staff are continuing to coordinate on the implementation of strategies in the Regional Landlord Recruitment Regional Implementation Plan adopted by the TCPB, including meeting monthly in the Regional Landlord Recruitment Workgroup. Metro has entered into a contract with Focus Strategies to support work related to Strategy #2: Align financial incentives and Strategy #5: Investigate needs for property management.</i>
<i>Coordinated Entry</i>	<i>The CE Regional Implementation Plan (CERIP) was approved by the TCPB and SHSOC. Work on the four strategies outlined in the CERIP (Regionalize visibility of participant data, align assessment questions, regionalize approaches to prioritization for racial equity, regionalize approach to case conferencing) is ongoing and collaboration between Metro and the three counties is happening during monthly workgroup meetings.</i>
<i>Healthcare system alignment</i>	<i>The regional planning workgroup (Metro, Health Share and the counties) will provide a landscape briefing to the SHS OC at their February 10 meeting, with updates from Health Share and each county on healthcare integration work underway, including cross-sector case conferencing, data sharing progress, and implementation of the Health Related Social Needs (HRSN) benefit through the Medicaid waiver. The regional implementation plan will come to TCPB in March, focusing on key regional opportunities to support and advance health and housing system alignment initiatives.</i>

Training

The Metro Regional Capacity Team is finalizing its research into potential pathways to ensure frontline housing and homeless service workers have access to the training they need to operate at a high level across the region. We're closely collaborating with the counties to develop recommendations for the implementation strategies we will be sharing with the TCPB in April.

Metro has officially launched the on-demand training pilot project to assess the effectiveness of on-demand trainings offered by National Alliance to End Homelessness and Corporation for Supportive Housing. In total, 15 SHS contracted agencies from all three counties are participating. In the coming months, two staff from each agency (a frontline service worker and a supervisor) will take seven online, on-demand trainings and share their feedback on each through a survey. Metro staff plans to have a report on this pilot with recommendations for next steps by the end of the fiscal year.

Technical Assistance

The Permanent Supportive Housing Technical Assistance Research and Demonstration project, which aims to learn best practices in PSH delivery from culturally specific providers and identify opportunities for regionalizing technical assistance, continues to move forward. RFP 4406, which will form the basis of technical assistance providers has closed and is being scored. The LOI process to identify the providers who will participate is open until March 5. We intend to identify providers from all three counties, the majority of whom are culturally specific providers. Providers will receive a grant of up to \$35,000 to support their participation. This project is funded by Metro Admin Funds. We look forward to sharing more at this TCPB meeting. Please help us get the word out by sharing the flier included in this packet.

Employee Recruitment and Retention

We continue to meet monthly with a tri-county workgroup to draft a regional plan, reviewing concepts discussed in the June/July 2024 progress updates and exploring opportunities to develop

regional approaches to achieving a living wage, developing regional standards for contract policies, capacity building, and other areas, building on existing efforts in each county. The Regional Implementation Plan is currently scheduled to come to TCPB in May 2025, with a briefing and plan approval at SHS OC thereafter.

*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 June 30, 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' [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.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | March 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
Regional Landlord Recruitment	Implementation Strategies approved by TCPB (03/13/2024) Implementation strategies (4 of 5) underway. Strategy 3 (24/7 Hotline to launch in December) Next Quarterly Report in June 2025	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 incentives and Metro is working on procuring a consultant. Metro is working with Focus Strategies, a consultant, on Strategy #2: Align financial incentives and Strategy #5: Investigate needs for property management. Multnomah County continues to make progress on Strategy # 3: tracking and access to unit inventory, as they pilot using Housing Connector. 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.
Coordinated Entry	Implementation Strategies approved by TCPB (10/09/2024) Implementation strategies (4 of 4) underway. Next Quarterly Report in March 2025	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, conversations with regional HMIS administration have begun. For Strategy #2: align assessment questions, counties have provided detailed information on existing questions and consistencies and differences have been mapped. For Strategy #3: Regionalize approaches to prioritization for racial equity, counties are learning about each other's approaches and

considering options. 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 to be approved by TCPB in March/April 2025
Implementation strategies under development
First Quarterly Report in September 2025*

The regional planning workgroup (Health Share, counties, and Metro, with support from Homepage) has finalized the implementation strategy with a focus on regional opportunities to support, supplement, and advance existing health and housing system alignment initiatives. The strategy presentation is on the March TCPB agenda, allowing flexibility as needed to continue the presentation and/or vote on the strategy in April, depending on time needed for other agenda topics. The team provided an update to the SHS OC in February and will present the regional strategy for OC approval following approval by the TCPB. The regional strategy will describe next steps for implementation and ongoing collaborative work by the counties, Health Share, and provider partners, with quarterly progress updates to TCPB to begin in September 2025.

Training Implementation Strategies will be presented at April TCPB meeting

Metro and the counties continue to collaborate on the training goal and are looking forward to bringing the TCPB the training implementation strategy in April.

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 National Alliance to End

Homelessness and 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.

Research toward longer term strategy: Metro's Regional Capacity Team is also building on the research paper shared with the TCPB last fall with additional research into regulated training hub models, workforce boards and more. We plan to have a final version of that paper ready with our next TCPB presentation in April, along with the results of the service provider outreach the team conducted in fall 2024

*Technical Assistance Implementation Strategies approved by TCPB (2/12/2025)
Counties TA RIF requests under development*

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 ahead of April TCPB meeting.

The Permanent Supportive Housing Technical Assistance Demonstration and Research project, which aims to identify opportunities for regionalizing technical assistance and learn best practices in PSH delivery from culturally specific providers, continues to move forward with the goal of pairing PSH service providers and consultants to begin to begin their technical assistance work in April.

Proposals for RFP 4406, which will form the basis of technical assistance providers, are being reviewed. The Letter of Inquiry (LOI) application process to identify the PSH providers who will participate in this project launched January 20 and closes in

early March. Metro staff hosted two LOI application process informational sessions with providers. Staff from three counties and Metro will be reviewing the LOI applications with the goal of identifying four service providers to participate—ideally, at least one from each county.

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

We are meeting monthly with a tri-county workgroup to draft a regional strategy, reviewing concepts discussed in the June/July 2024 progress updates and exploring opportunities to work toward a livable wage standard as well as to develop regional approaches to contract policies and to track progress toward livable wages. The ERR strategy is currently scheduled to come to TCPB in May 2025.

**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 September 30, 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>

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Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services (SHS) Tri-County Planning Body Meeting
Date: Wednesday, January 08, 2025
Time: 4:00 PM – 6:00 PM
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose: The Tri-County Planning Body (TCPB) will receive an Update on Landlord Recruitment Goal Progress, COO's Future of Regional Housing Funding Recommendation and Regional Investment Fund (RIF).

Member attendees

Co-chair Mercedes Elizalde (she/her), Eboni Brown (she/her), Zoi Coppiano (she/her), Yoni Kahn (he/him), Nicole Larson (she/her), Yvette Marie Hernandez (she/her), Cameran Murphy (they/them), Cristina Palacios (she/her), Co-chair Steve Rudman (he/him), Mindy Stadlander (she/her), Sahaan McKelvey (he/him)

Absent members

Monta Knudson (he/him)

Elected delegates

Washington County Chair Kathryn Harrington (she/her), Metro Council President Lynn Peterson (she/her)

Absent delegates

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

County staff representatives

Clackamas County – Lauren Decker (she/her), Deyvin Molina (he/him) Multnomah County – Breanna Flores (she/they), Lawashia Mowe (she/her), Washington County – Nicole Stingh (she/her)

Metro

Michael Garcia (he/him), Abby Ahern (she/her), Holly Calhoun (she/her), Valeria McWilliams (she/her), Yesenia Delgado (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.

Tri-County Planning Body Meeting Summary

Welcome and Introductions

Co-chairs Mercedes Elizalde and Steve Rudman provided opening remarks and reflected on the need for financial scenarios and criteria for future regional work.

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

The TCPB approved the December Meeting Summary.

Public Comment

No public comment was received.

Conflict of Interest

Cristina Palacios declared a conflict of interest as Housing Oregon is on Metro's contractor list and could potentially receive future Supportive Housing Services (SHS) funding.

Cameran Murphy declared a conflict of interest as Boys and Girls Aid receives SHS funding.

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

Yoni Kahn declared a conflict of interest as the Northwest Pilot Project receives SHS funding. He noted that he serves on the TCPB to share provider perspectives and does not represent his employer.

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

Sahaan McKelvey declared a conflict of interest as 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.

Mindy Stadlander declared a conflict of interest as Health Share of Oregon has a contract with Metro on housing and homelessness systems alignment.

Staff Updates

Yesenia Delgado, Metro, shared that the SHS Oversight Committee is working on its annual report, which assesses county performance, discusses challenges and opportunities, and provides recommendations to Metro Council for oversight and accountability.

Breanna Flores, Multnomah County, introduced Lawashia Mowe as a new staff member that will support SHS work.

Regional Landlord Recruitment Progress Report

Abby Ahern, Metro, reviewed the approved Regional Landlord Recruitment Goal and Recommendation language. She provided an overview of how racial equity considerations were applied to the Implementation Plan (IP) by the Regional Landlord Recruitment Workgroup. She noted that the workgroup identified places in the IP where additional racial equity analysis should be completed and that further engagement with landlords and racial demographic data is needed.

Tri-County Planning Body Meeting Summary

Abby detailed the “communication and education plan” strategy, which included a timeline for a live webpage by Fall 2024 and a communications campaign to begin by June 2025. She also reviewed the “align financial incentives” strategy, which included a timeline for incentive alignment recommendations and a cost estimate by Quarter 1 of 2025.

Breanna detailed the “tracking and access to unit inventory” strategy and shared that they had 54 case managers trained on how to use the Housing Connector tool. She shared that the timeline for this strategy is to have a pilot contract begin in fiscal year (FY) 2025.

Deyvin Molina, Clackamas County, detailed the “prioritize quality problem-solving services” strategy, which included a 24/7 landlord hotline, which will be online by winter 2025. He clarified that winter 2025 is the end of quarter 2 of FY 2025-2026.

Abby reflected that they would remove seasons and be specific in timelines moving forward. She reviewed the “investigate needs for property management” strategy, which would have a consultant produce a memorandum with barriers to implementing mission-driven property management and strategies to address by June 2025.

Jake Kirsch, Housing Development Center (HDC), introduced himself and provided an overview of the Regional Long-term Rent Assistance Risk Mitigation Program (RLRA RMP). He reviewed that the goals of the RMP are to extend overall RLRA funding and to encourage claims to avoid legal action or tenant debt. He shared the physical damages and operational losses that are covered by the RMP, and that the RMP applies to both tenant-based and project-based RLRA. He shared the consolidated data for the RMP for FY 2023-2025, which had a total of 83 claims for a sum of \$317,458. He noted ways to strengthen the program include service provider partnerships, tenant notifications, and common areas.

Abby reviewed the IP fund budget (about \$8 million) and actuals (\$728,134). She noted that the RMP has a budget of \$6 million.

TCPB members had the following questions and comments:

- **Comment, Yoni:** The RMP is a critical resource to protect financial provider risks. When it comes to recruiting landlords, it is helpful to share the level of services a provider delivers while a client is placed in housing. A proactive approach can help landlords understand what the service provider and tenant relationship is.
 - **Metro response, Abby:** Metro is looking at consistent services for permanent supportive housing (PSH), and each county is working hard to set and meet those standards.
 - **Washington County response, Nicole Stingh:** It would be great if Metro could create a one-pager on what a provider-tenant relationship looks like to go along with other one-pagers that are provided.
- **Question, Co-chair Elizalde:** Who is hosting the website? What is the geographic area for the housing connector tool? If it is Multnomah County focused, that raises the question of where it could be funded in the future. What does the line item “support staffing for County landlord liaison” include?
 - **Metro response, Abby:** Metro is hosting the website.
 - **Multnomah County response, Breanna:** The RLRA team is considering the needs of where clients would like to be placed. We are at the beginning stages of those conversations, but the geographic area is focused on Multnomah County.
 - **Washington County response, Nicole S.:** It includes staffing for all three counties.

Tri-County Planning Body Meeting Summary

- **Question, Eboni Brown:** Does the data on the RMP show if clients are exiting the RLRA program? If clients are evicted and no longer have a voucher, can the landlord still receive RMP funds?
 - **HDC response, Jake:** Landlords and property managers have 12 months to initiate a claim. If someone has moved on, but the damage occurred while the RLRA voucher was used, it can qualify for RMP funds as long as the claim is submitted within 12 months.
- **Comment, Co-chair Rudman:** There were many initiatives and recommendations in the study that was presented last year, and we should revisit what makes sense and do an assessment of how things are going. I have concerns about the 24/7 hotline and I am not sure if it needs to be 24 hours. The RMP is important.
- **Comment, Sahaan:** I generally like the direction of all these strategies, including the 24/7 hotline. I have received many calls from landlords at all times of the night, so I think it's valuable. For the Housing Connector pilot, where are the units geographically being considered? I would like to hear more about how to make the pilot regional to locate units throughout the Portland metro region. What considerations need to be applied to make that a reality? I am interested in making each county specific pilot a regional pilot. Can you speak more to the goals of mission-driven property management?
 - **Multnomah County response, Breanna:** Those consideration conversations are still occurring. Before we initiated the contract with Metro, we walked through what considerations each county has to account for to make a regional program. It is a learning experience, and we will see the data results from this. The geographic region for now is starting in Multnomah County.
 - **Clackamas County response, Deyvin:** Each county chose to lead one strategy and Clackamas County selected the 24/7 hotline. We want to fulfill our commitment and are doing work to determine how the 24/7-hour hotline will function.
 - **Washington County response, Nicole S.:** The strategy came from the Focus Strategy Memo, if it proves to be effective in improving relations and in cost analysis, it could be regionalized.
 - **Metro response, Abby:** A lot remains to be learned regarding mission-driven property management on why there is a piecemeal approach rather than a grand scale approach. Metro staff have good experience and scope in this to share moving forward once a consultant is hired. The consultant will help Metro understand how this can work and be expanded.
- **Comment, Cameran:** Some clients can live on their own successfully, others cannot. I always send RMP information to property managers. I believe the spending seems low because property managers do not have enough information about it. It could be helpful to have an RMP one-pager that shows what it covers and how the funds have been used in the past. Giving property managers tools and assurances of RMP success can increase usage numbers.
- **Comment, Zoi:** Reflecting on Co-chair Rudman's comment, perhaps the 24/7 hotline is not a critical service for \$500,000, and those funds could go to a more critical pilot.

Valeria McWilliams, Metro, thanked TCPB members for their comments and asked them to use the post-meeting survey to share any additional questions or comments.

Tri-County Planning Body Meeting Summary

COO's Future of Regional Housing Funding Recommendation Update | RIF Discussion

Holly Calhoun, Metro, reflected on the feedback TCPB shared with Metro Council from the December meeting. She shared that the proposed Council action removed the dedicated allocation for city programs and clarified the language to include that the TCPB regional goals are in the Regional Action Plan and accounts for a transition timeline between governing bodies. Holly reflected that the tax rate topic is a polarizing issue, and Metro is trying to find a balance to address multiple interests. She noted that Metro Council supports the need for regional funding and looks forward to learning from the scenario exercise the TCPB asked for counties to complete.

The scenario exercise the TCPB proposed for the three counties to complete is:

1. Scenario 1: All RIF approved work and any future work is part of Metro's admin budget
2. Scenario 2: RIF approved work and any future work is split between Metro's admin budget and the county's core service budget
3. Scenario 3: All RIF approved work is included in the county's core service budgets

Nicole S. shared that for scenario 1, Washington County would need about \$100,000 annually from Metro to support staff positions for no program cuts. For moderate program cuts reducing the landlord liaison work, it would need between \$50,000 and \$75,000. For scenario 2, the landlord goal would face program cuts, and Metro would need to fund and manage some contracts and programs. For scenario 3, the landlord goal would face severe cuts, with a priority to continue funding the RMP.

Lauren Decker, Clackamas County, shared that for scenario 1, staff and programming would be manageable to continue the RMP and health and housing integration work. For scenario 2, the landlord goal would remain under local control, and for health and housing cost sharing would require negotiations around behavioral health costs and resource mapping. For scenario 3, commitment to the RMP would be difficult and the health and housing work would need to be reevaluated.

Breanna reflected that RIF funds are set aside and protected, and if funds are combined with core services general fund dollars, they are more susceptible to any necessary budget changes. She added that other budget considerations include decreases in the Metro forecast that can be compounded yearly. For scenario 3, difficult decisions would need to be made, and advisory body conversations would begin. For scenario 2, there would be less expansive impacts, which could be worked through, and for scenario 1 would have the least risk for regional designated funding. She reflected that these decisions would also impact who holds and administers contracts and grants for regional work.

TCPB members had the following questions and comments:

- **Comment, Co-chair Elizalde:** I have started to build criteria on regional funding considerations for the TCPB's approval of additional implementation plans and will continue to add as the conversation continues. So far, considerations include who holds the contracts, how far along the work is, staff funding, and who is funding what components of the work.
- **Comment, Yoni:** I want to uplift regionalism and believe that collaboration and coordination can only produce effective outcomes. There are many challenges ahead including federal program uncertainty and workforce challenges. Additionally, the population we hope to serve is evolving, with many presenting with PSH needs. Our service system is difficult and inefficient to navigate. There are opportunities to connect resources, such as the Oregon Health Plan benefit. Decisions need to consider how to be efficient in a

Tri-County Planning Body Meeting Summary

humane way and how to implement productive changes iteratively to make sure regionalization leads to better outcomes.

- **Comment, Sahaan:** I agree with Yoni, and emphasize protecting the priority of regionalization. There are not enough funds to do everything, and I believe we must prioritize regionalization as it maximizes funding. If Metro or the counties are holding the costs, some level of funding should be reserved for regionalization, otherwise it will be cut. The region needs to be able to agree to prioritize regionalization and working together. This may mean fewer direct services but will open the pathway for regional growth, public satisfaction, and foundation funding sources.
- **Comment, Nicole Larson:** I advocate prioritizing regionalization. The way the regional investment fund was rolled out was problematic. It seems like there is room for the new governing body to improve how approved funds are used. For example, the body can decide if the \$6 million for the RMP is the correct amount.
- **Washington County Comment, Nicole S.:** Counties want to prioritize regionalization and learning from county colleagues. Regionalism also occurs outside the TCPB and takes dedicated staff time.
- **Comment, Cameran:** We are all on this body because we value regionalization. The message of regionalization needs to be heard outside of this room. Voters need to understand the value of regionalization when this goes to the ballot so regional funds and work are not voted away.
- **Comment, Mindy:** As we think about future investments and decisions, we should keep the focus on how to build a regional system that does not go away.

Ben reflected that TCPB members shared the importance of protecting regional funds and outcomes; identifying ways to braid funds and build systems; identifying ways to maintain regional staff, programs, and services; and that regionalism is important to ensure efficiency.

Co-chair Elizalde shared she updated the criteria list for implementation plans to reflect the discussion.

Holly thanked the TCPB for sharing their expertise and underscoring the value of regionalism.

Closing and Next Steps

Valeria thanked everyone for participating.

Ben shared that the next steps are:

- Metro to update implementation plan timelines to be specific.
- Next meeting: February 12, 2025
 - Training Implementation Plan

Adjourn

Adjourned at 6:10 p.m.

Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services (SHS) Tri-County Planning Body Meeting
Date: Wednesday, February 12, 2025
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 discuss and vote on the Technical Assistance Regional Implementation Plan.

Member attendees

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

Absent members

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)

County staff representatives

Clackamas County – Lauren Decker (she/her), Multnomah County – Cristina Castaño (she/her), Washington County – Nicole Stingham (she/her)

Metro staff

Michael Garcia (he/him), Abby Ahern (she/her), Nui Bezaire (she/her), Cole Merkel (he/him), Liam Frost (he/him), Daisy Nguyen (she/her), Finn Budd (they/them)

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 Committee approved the January 8, 2025 meeting summary.
- The Committee approved the Technical Assistance Implementation Plan.

Tri-County Planning Body Meeting Summary

Welcome and Introductions

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

Co-chairs Mercedes Elizalde provided opening remarks and reflected on how the TCPB will need to make strategic choices regarding SHS funding discussions.

Cameran Murphy asked what the process is if an action captured in the meeting summary has not been followed up.

Ben replied that if there is an edit to the meeting summary, a member is to share that edit before summary approval. He noted that if there is an action item that was accurately captured in the summary but not followed up on, a member should note that for the record after approval.

Decision: Co-chair Elizalde, Yoni Kahn, Nicole Larson, Cameran Murphy, Cristina Palacios, Co-chair Steve Rudman, Monta Knudson, Metro Councilor Christine Lewis, and Sahaan McKelvey approved the January 8, 2025 meeting summary. There were no abstentions or rejections.

Cameran shared that an incomplete action item from the January 8, 2025 meeting summary was for Jake Kirsch from Housing Development Center (HDC) to follow up with more information regarding the Risk Mitigation Program.

Cristina Castaño, Multnomah County, replied that county staff are meeting with HDC to share that information with the latest Risk Mitigation Fund report in the March meeting packet.

Public Comment

No public comment was received.

Conflict of Interest

Cristina Palacios declared a conflict of interest as Housing Oregon is on Metro's contractor list and could potentially receive future Supportive Housing Services (SHS) funding.

Cameran declared a conflict of interest as Boys and Girls Aid receives SHS funding.

Yoni Kahn declared a conflict of interest as the Northwest Pilot Project receives SHS funding. He noted that he serves on the TCPB to share provider perspectives and does not represent his employer.

Sahaan McKelvey declared a conflict of interest as 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.

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

Monta Knudson declared a conflict of interest as JOIN receives SHS funding.

Tri-County Planning Body Meeting Summary

Technical Assistance Implementation Plan

Presentation

Cole Merkel, Metro, reminded the TCPB that technical assistance and training are two separate goals, and this implementation plan is focused on technical assistance. He noted that the training implementation plan is scheduled to be shared in April.

Cole reviewed the TCPB technical assistance (TA) goal and recommendation language and highlighted the importance of having consistent TA practices across the region and providing menus of TA options for providers to choose from. He shared that the implementation plan included racial equity considerations that center culturally specific providers, noting that “best practices” are often created through a dominant culture lens.

Cole shared that the TA implementation plan also considers understanding the unique TA needs of providers in each county and ensuring jurisdictions are not duplicating TA offerings. He noted that the TA implementation plan accounts for two-way learning between providers and jurisdictions and that the Permanent Supportive Housing (PSH) demonstration project will help define roles and responsibilities for TA between Metro and the counties.

Lauren Decker, Clackamas County, shared that the county is working with four TA providers that SHS providers can access. She noted that four SHS providers, two of which are culturally specific, have opted into the program and have learned about funding sources, contracting requirements, and what additional roles would better support their organizations.

Cristina C., Multnomah County, shared that the county provides TA and support for providers, including assistance for contract renewal and procurement support. She noted that the county partnered with United Way to provide \$10 million in capacity-building grants to providers to support workforce recruitment and retention.

Nicole Stingham, Washington County, shared that the county provided grants for organizational assessments, which identified needs around human resources, business services, strategic planning, and policies and procedures. She shared that phase two of the TA program will support the implementation of the capacity-building strategies identified in the assessment.

Cole summarized that each county is consistently leveraging culturally specific provider expertise and creating access to TA. He noted that the counties have different contracting approaches and different TA needs per region. He reviewed Metro’s Regional Capacity Team’s goals, noting current priorities are TA and training, and shared that the team has developed the first tri-county shared pool of consultants.

Nui Bezaire, Metro, reviewed Metro’s Permanent Supportive Housing (PSH) TA demonstration and research project’s goals to determine what PSH service standards of practice look like. She shared that the project would support PSH and TA by prioritizing learnings from culturally specific organizations to develop service delivery standards and inform TA programming.

Daisy Nguyen, Metro, reviewed the racial equity considerations for the project. She shared that Metro asked 200 service providers to complete a PSH survey, which received 19 responses. The survey asked what providers their TA needs are, with the top two results being staffing and programming, process, and policies.

Daisy reviewed the TA implementation plan timeline from January to September 2025 and noted that the budget is coming from Metro’s administrative funds. She reviewed the implementation plan’s metrics, goals, and results, including pairing three culturally specific providers and one dominant culture provider with consultants, with representation from each county.

Tri-County Planning Body Meeting Summary

Clarifying Questions & Answers

- **Question, Yoni:** Will there be another pilot in six months once this one is complete? Does behavioral health play a role in PSH? What is the plan after the discovery phase for the results to be integrated into county systems or Metro's role?
 - **Metro response, Cole:** What comes next is still to be determined. There is potential for the results to be applied to property management, but the results will influence Metro's policy work for PSH.
 - **Metro response, Nui:** This pilot is less prescriptive and more about learning how services are being provided. Any behavioral health learnings will be taken to the next stage of TA, which is still to be determined. The learnings from the discovery phase could lead us to overhaul best practices or could be about integrating certain items.
- **Question, Cameran:** What does culturally specific provider mean? Does the definition include age-specific groups?
 - **Metro response, Daisy:** The project focuses on centering racial equity. The definition describes culturally focused organizations, a majority of their clients are communities of color, and the organization staff, leadership, and board reflect the communities they serve.
 - **Metro response, Cole:** One spot in the project will be reserved for a dominant culture agency, which could include agencies that serve age-specific groups.
- **Comment, Mindy:** If services for high-intensity case management are included in TA, there is an opportunity for Medicaid billing for reimbursement.
 - **Metro response, Cole:** Ruth Adkins from the Metro team will connect with you on that.

Plan Approval Decision

Ben stated that each member would get a chance to share their thoughts about the implementation plan and propose any amendments. After that initial roundtable, a formal vote would occur.

Co-chair Elizalde shared that the implementation plan feels more like a research project and that TA is secondary to the project. She reflected that some PSH parts feel muddled, and the plan should clearly state what is being asked of providers to participate in the project and what benefits providers will receive. She noted that the TA consultant is being paid more than the PSH providers, and how counties currently define PSH and how that would change from this project is missing from the plan.

Cole clarified that the providers would receive six months of legitimate TA.

Co-chair Rudman shared that this is a good effort to solve the issue of PSH.

Cameran agreed with Co-chair Elizalde that it seems that there is not a clear understanding of PSH in the plan and that PSH seems different in each county. They reflected that they hope this project provides clarity on a PSH baseline standard of care.

Nicole L. agreed that there seemed to be tension between the plan being a research project and providing TA. She asked to ensure the objectives are clear for service providers that apply to participate.

Monta had no comment.

Tri-County Planning Body Meeting Summary

Cristina P. reflected that there are funding cuts and asked what continuation would look like for the organizations that participated in the project.

Cole replied that it is a demonstration project that may influence future policy.

Yvette asked if turnover would be tracked for the participating service providers and if there would be a discovery of how organizations are retaining staff. She is interested to know if the TA will produce a decrease in turnover and an increase in quality service.

Daisy replied that Metro is developing the framework for the TA consultants that includes looking at funding streams and staffing as those two items have a large impact on service delivery.

Sahaan shared that he supports the concept of utilizing the experience of providers to inform PSH practices and that providers will be receiving TA, but that not everything can be done at once. He reflected that future iterations of the project should have a narrower scope, and that county staff would be able to provide TA on how to be a good contractor for them. He noted that it would be helpful to scale up the learnings from the project. He reflected on how “best practices” are “mainstream practices,” and that “culturally specific practices” are “best practices.” He suggested replacing the language “dominant culture” with “mainstream culture” or “white culture.” He agreed with Co-chair Elizalde’s comments on honing in on regional priorities, and how to set up TA regionally for SHS priorities or the housing system.

Yoni stated that a lot of good work went into the plan from the first update the TCPB received. He reflected that braided funding is a key question on how organizations are structured and that there is currently an uncertain funding environment at the federal level. He agreed with Mindy’s comment about connecting with Medicaid funding.

Mindy stated that the providers selected for the project should be prepared to work through federal funding cuts.

Metro Councilor Lewis shared that this is a priority for Metro Council and while she understood budget and scale constraints, noted that one provider from each county participating in the project is not enough perspective and would hope to add providers in the future.

Washington County Chair Kathryn Harrington appreciated the collaborative TCPB work and Sahaan’s comments around language. She reflected that part of the presentation discussed work that was already being done at the counties, and she looks forward to building and sustaining regionalism in the future together. She shared that while this is framed as Metro’s work, this is regional work in systems development.

Multnomah County Chair Jessica Vega Pederson shared she appreciated the comments around language and elevating culturally specific work.

Decision: Co-chair Elizalde, Yoni, Nicole L., Yvette, Cameran, Cristina P., Co-chair Rudman, Mindy, Sahaan, Monta, Washington County Chair Harrington, Metro Councilor Lewis, and Multnomah County Chair Vega Pederson unanimously approved the TA Implementation Plan.

Staff Updates

Liam Frost, Metro, stated that the counties are experiencing budget challenges for fiscal year 2026 and that collective action is needed. He shared that the four jurisdictions have been working together to problem solve and a solution has been proposed which includes Regional Investment

Tri-County Planning Body Meeting Summary

Fund (RIF) carryover as a potential source. He reflected that Metro wants stable and effective funding and wants to move solutions fast so that county budgets are not delayed.

Jes Larson, Washington County, reviewed budget forecasts and shortages, and that Washington County is looking at about a 15% reduction. She reflected that all three counties are experiencing this and that real people will be impacted by this including clients and case managers. She shared the jurisdictions are proposing a budget to make sure housing and services are sustained, and that the jurisdictions are working through policy and scenario questions. She stated the proposal looks at using the unallocated carryover RIF before the TCPB developed its goals.

Metro Councilor Lewis shared that stability is the priority along with maintaining and building trust with providers, the public, and the counties. She shared that if the TCPB approves the proposed budget, Metro Council will work to support code or intergovernmental agreement amendments.

Co-chair Elizalde shared that this would be an appropriate consideration and noted that this should not be an excuse for jurisdictions to make hard choices about funding.

Multnomah County Chair Vega Pederson appreciated the multijurisdictional partnership and stated that these funds are needed to transition to the next stage of planning.

Ben stated there would be further discussion at the March meeting and asked TCPB members to send questions to Metro staff via email.

Nicole L. asked if Metro could also share how much RIF funding there is and what has been allocated.

Washington County Chair Harrington asked for the proposal to make it clear that the funds being considered are the carryover RIF from years 1 and 2.

Closing and Next Steps

Ben shared that the next steps are:

- Metro to connect with Mindy regarding the opportunity to integrate Medicaid billing with TA services for high-intensity case management.
- Metro to share current RIF funding allocations.
- TCPB members to share any RIF budget proposal questions with Metro.
- Next meeting: March 12, 2025, from 4:00 – 6:00 pm.

Adjourn

Adjourned at 6:02 p.m.



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Memo

Date: Friday, Mar. 21, 2025
To: Supportive Housing Services Oversight Committee
From: Metro staff
Subject: Responses to SHS Oversight Committee questions

Regarding the County letter to TCPB regarding RIF reserves and transition fund

Q1. The memo differentiates a new forecast from an economic downturn and yet then seems to describe potential future cuts in funding due to the “looming cuts to federally funded homeless programs.” What is the difference between a forecast change (that does not warrant use of the reserve funds) and federal cuts that would create an economic downturn and thus allow for use of the funds?

The stabilization reserve can be used if revenue falls below budgeted estimates, and partners also have contingency accounts that can be used in emergency situations or for unplanned SHS program expenditures that could negatively impact service delivery.

Now is an appropriate time for the counties to use both of those sources. The counties will join the next SHSOC meeting on March 24th to further discuss their strategies for how they are utilizing reserves and contingencies accounts.

Q2. I would like to see the policies and procedures and/or contract/IGA language germane to the regional investment funds and other sources of reserves.

Below is the IGA language for the different reserves and investment funds:

8.3.3. REGIONAL STRATEGY IMPLEMENTATION FUND. *Each County must contribute not less than 5% of its share of Program Funds each Fiscal Year to a Regional Strategy Implementation Fund to achieve regional investment strategies. Partner may use the 5% for expenses that are consistent with the “measurable goals” described in the Metro SHS Work Plan at Section 5.2 until such time as the TCPB has developed new or different regional goals and provided the Parties with the TriCounty Plan detailing those goals. Each Fiscal Year, Partner must describe in its Annual Program Budget its investments in regional strategies during the reporting year. Partner may reimburse itself from its Regional Strategy Implementation Fund for its investments in regional strategies. Partner may collaborate with and pay other Counties from its Regional Strategy Implementation Fund to implement regional investment strategies in the Tri-County Plan.*

5.5.4. CONTINGENCY. *Partner may establish and hold a contingency account in addition to a Stabilization Reserve. The contingency account will provide resources for emergency situations or unplanned SHS program expenditures that, if left unattended, could negatively impact service delivery. The contingency account will not exceed 5% of Budgeted Program Funds in a given Fiscal Year.*

5.5.3. PARTNER STABILIZATION RESERVE. Partner will establish and hold a Stabilization Reserve to protect against financial instability within the SHS program and to insulate continuing program objectives from significant revenue fluctuations. The target minimum reserve level will be equal to 10% of Partner’s Budgeted Program Funds in a given Fiscal Year. Stabilization Reserve funds may be used when the Program Funds allocated to Partner fall below the budgeted estimate for that time period and based on Partner’s decision, informed by the FRT’s assessment under Section 6.2.5.2,

that release of such funds is needed to prevent significant program reductions. The Stabilization Reserve for each County will be fully funded within the first three years of the Term.

6.2.5.2. TASK 2. The FRT will develop a policy to establish and manage Stabilization Reserve funds. The policy will be completed no later than May 2, 2022. In addition, the FRT will review the adequacy of each County’s Stabilization Reserve, review and recommend policies for establishment and usage of reserves, use of reserves, and monitor timely restoration of required reserve levels.

Q3. The memo described that the counties will be using some set(s) of reserves as abatement strategies for the coming year(s). I would like to know:

- a. Even with the use, how will programs be impacted?
- b. Even with the use, how will staffing be impacted?
- c. Even with the use, how has long term system development and investments been impacted?

The question was sent to the counties. They will address it in the March 27th meeting and follow up in writing as needed.

Q4. I want to see the impact of the forecast changes on Metro; staffing and programming.

Metro budgeted conservatively for the FY26 budget for the housing department. There are no direct and immediate impacts to Metro staffing. Metro can fund existing FTE within the forecasted resources and will make decisions about contracts and other costs based on revenue collection.

Regarding the FY24-25 Q2 (July – December 2024) Financial Report

Q5. The chart on page four (County Summary July – December 2024 in Millions) shows significant Ending Balances (including reserves) for each county; what are the counties’ plans regarding these funds? Maybe there is another way to state this... on the one hand I hear about dire cuts being needed due to the re-forecast and yet each chart in the memo shows ending balances, carry overs, unused reserves, etc... While less money may be coming in, why are there still so much funds remaining at years end?

The question was sent to the counties. They will address it in the March 27th meeting and follow up in writing as needed.

Regarding the Tri-County Planning Body progress reports

Q6. I would like to see Overall Project Budget and Expense To-Date listed clearly within each activity moving forward.

	FY 25 Current County Allocations	RIP Allocations	FY 25	FY 26	Total Allocations, FY 25 + FY 26
Coordinated Entry	930,772	1,195,000	-	-	2,125,772
Regional Landlord Recruitment	6,565,283	8,060,000	-	-	14,625,283
Healthcare System Alignment	2,281,706		-	1,824,905	4,106,611

Training	1,106,880	-	-	-	1,106,880
Technical Assistance	8,683,146	-	-	-	8,683,146
Employee Recruitment and Retention	10,902,707	-	-		10,902,707
<i>Homeless Management Information System</i>	2,000,000	-	-	-	2,000,000
Subtotal Regional Strategy Implementation Expenditures	32,470,495	9,255,000	-	1,824,905	43,550,400

Actual RIF revenue through FY 24	42,281,286
Estimated FY 25 RIF Revenue	17,261,798
Total Budgeted RIF Revenue through FY 25	59,543,084
Prior County Expenditures	5,336,555
FY 25 County Allocations	32,470,495
Estimated RIP Allocations	9,255,000
Amount Remaining	12,481,034