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**Metro**

600 NE Grand Ave.  
Portland, OR 97232-2736

# Agenda

**Meeting:** Supportive Housing Services Oversight Committee Meeting  
**Date:** September 23, 2024  
**Time:** 9:30 a.m. to 12:00 p.m.  
**Place:** Virtual meeting (Zoom link)  
**Purpose:** Metro tax collection and disbursement update; Multnomah County Corrective Action Plan (CAP) update; FY24 Q4 financials presentation and discussion; and County FY25 final work plans and budgets presentation and discussion.

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9:30 a.m. Welcome and introductions  
9:45 a.m. Conflict of Interest declaration  
9:50 a.m. Public comment  
10:00 a.m. Update: Metro tax collection and disbursement  
10:10 a.m. Discussion: Multnomah County Corrective Action Plan  
10:25 a.m. Discussion: FY24 Q4 financials  
10:40 a.m. Break  
10:45 a.m. Presentation: FY25 final work plans and budgets  
11:55 a.m. Next steps  
12:00 p.m. Adjourn



## Supportive Housing Services Oversight Committee Meeting Summary

Meeting: Supportive Housing Services (SHS) Oversight Committee Meeting  
Date: August 26, 2024  
Time: 9:30 a.m. to 12:00 p.m.  
Place: Virtual meeting (Zoom)  
Purpose: Metro tax collection and disbursement update; tri-county planning body coordinated entry progress report; and FY24 Q4 presentations and discussion.

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### Member attendees

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

### Absent members

Margarita Solis Ruiz (she/her), Jenny Lee (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 elected delegates

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

### Metro

Yesenia Delgado (she/her), Breanna Hudson (she/her), Yvette Perez-Chavez (she/her), Israel Bayer (he/him), Patricia Rojas (she/her), Liam Frost (he/him), Josh Harwood (he/him), Rachael Lembo (she/her)

### Kearns & West Facilitator

Ben Duncan (he/him)

### Welcome and Introductions

Ben Duncan, Kearns & West, opened the meeting by offering time for members of the Committee to share reflections on Co-chair Susan Emmons' impact on the Committee before her departure from her role.

Co-chair Dr. Mandrill Taylor thanked members of the Committee for their time and ongoing commitment. He and Mike Savara thanked Co-chair Susan Emmons for her leadership and vision.

Co-chair Susan Emmons shared reflections about her time on the Committee and thanked other members for their commitment to the work to advance the shared vision of the Committee. She shared her excitement about new members and the direction the Committee is moving.

Other members and Metro staff shared reflections and appreciation for Co-chair Susan Emmons' leadership and impact.

Patricia Rojas, Metro, provided an update on Metro's COO recommendations on affordable housing to Metro Council, sharing that Metro Council has begun to explore the recommendations through

## Supportive Housing Services Oversight Committee Meeting Summary

work sessions and elected-to-elected conversations. She thanked the Committee for their continued engagement.

Peter Rosenblatt shared that the Clackamas County Board of Commissioners implies that there is poor communication from Metro on supportive housing and asked for clarification on the communication between Metro and counties.

*Metro staff responded that elected-to-elected conversations are occurring on the topic.*

Ben reviewed the meeting agenda and purpose.

The Committee had a quorum and approved the July Meeting Summary. Carter MacNichol abstained because he was absent from the July meeting.

### Conflict of Interest Declaration

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

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

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

### Public Comment

No public comments were received.

### Update: Metro Tax Collection and Disbursement

Josh Harwood, Metro, noted that he will be attending Committee meetings more regularly to answer questions about the budget and forecasting. He provided an overview of the forecast, including that July tax collections continued to trend slightly higher than prior years, bringing FY 2023-24 collection totals up to \$335.1 million, or about 6% below the Fall 2023 forecast. He noted that this discrepancy is likely below regular forecasting error, and monthly collections have varied over the last three fiscal years. The month-to-month variability and final tax collection amount is dependent on a small set of the highest bracket of taxpayers. He shared that the shortfall in tax collections is largely due to a lagging economy, noting that Oregon ranks last in the country in year-over-year employment growth. He noted that there are other factors affecting tax collections, which will be shared in the year-end report in November.

Committee members had the following questions and comments:

- **Question:** Would it be prudent for counties to take a more conservative approach by not spending money during the year to support year-over-year programming, and instead to wait for rollover funds?
  - **Metro response:** That is a policy question for counties partially, so Metro cannot fully answer the question. Being more conservative could be one way to deal with the volatility, and there could be other ways to deal with it too.
- **Comment:** It seems like the Committee would want to be supportive of counties trying to be more conservative with their spending given the volatility of tax collections, but that does not seem to be the case because of public concern about unspent dollars for housing.
- **Question:** Can Metro share more information about reserves and contingency requirements?

## Supportive Housing Services Oversight Committee Meeting Summary

- **Metro response:** Metro requires a 10% reserve minimum, so the 6% shortfall would be covered by that reserve. Metro recommends counties establish a 15% stabilization reserve to account for volatility; however, counties can also decide to make their reserves higher or lower than this 15% recommendation.
- **Question:** Could Metro share more about the \$800,000 pending appeal that is mentioned in the meeting packet?
  - **Metro response:** Metro cannot share details about the case, but Metro is withholding this amount from July revenue in case Metro loses the appeal.

Josh offered to schedule time with a sub-group of interested members of the Committee to discuss tax collections and disbursements in more detail. Felicita Monteblanco expressed interest in participating.

Rachael Lembo, Metro, noted that Metro is hiring a new housing tax manager who will be present at future Committee meetings, meaning she will not participate as regularly. She thanked the members of the Committee.

Co-chair Susan Emmons thanked Rachael for her support over the years.

### Presentation: Tri-county planning body (TCPB) coordinated entry progress report

Yessenia Delgado, Metro, shared an overview of the TCPB's leadership on and involvement with the six stated regional goals, including coordinated entry. She shared that the presentation is intended to share information on the progress of coordinated entry efforts with the Committee.

Abby Ahern, Metro, presented the background, goals, and updates on the work to streamline the three counties' coordinated entry systems. After sharing a brief history of coordinated entry and an overview of the process, she discussed the findings of a national scan of regional alignment efforts for continuums of care, which found several instances of alignment but no other regions attempting the same level of integration. Abby shared an update on current work related to coordinated entry, including a regional alignment workgroup; interviews with other communities, providers, and systems leaders in all three counties; and recruitment for lived experience cofacilitators to lead listening sessions (complete). She then presented emerging coordinated entry system alignment opportunities, including advancing equity via prioritization, aligning assessment questions, standardizing case conferencing, and sharing data. Next steps include continuing workgroup meetings and developing an implementation plan for TCPB review.

The Committee had the following questions and comments:

- **Question:** What metrics are being used to assess the efficiency of the streamlined coordinated entry system? What infrastructure is in place or could be in place for reporting issues, problems, etc.?
  - **Metro response:** There will be metrics to demonstrate the effectiveness of each of these plans, mostly to evaluate the time from an individual's assessment to moving into housing, e.g. There will be equity-related measures too.
- **Question:** Why are Metro and the counties continuing to use the less flexible Department of Housing and Urban Development (HUD) coordinated entry system when we could create our own, more flexible system?
  - **Metro response:** The HUD system speaks to the systems in each county, even if they are different from each other. Also, Metro and the counties do not want to fully give up the HUD framework for coordinated entry because they want to remain eligible for HUD funding. Metro thinks that using the relatively loose

## Supportive Housing Services Oversight Committee Meeting Summary

HUD system as a framework and designing a more streamlined system within that framework gives us the best of both worlds.

- **Question:** Can you give an example of how prioritization works? Who makes prioritization decisions?
  - **Metro response:** Currently, prioritization uses length of time homeless and a vulnerability score (determined by counties). The goal is to assess a community and understand what makes it more likely to experience homelessness than other communities. In other words, it is determining the societal factors that impact communities' likelihood of becoming homeless, and then prioritizing those communities with housing access and support.
- **Comment:** In Clackamas County, there has been discussion about the unintended consequences of prioritization. For example, providers have had empty shelter spots because they are directed to serve the most vulnerable populations, but these populations can sometimes be difficult to connect with and move into shelters, resulting in unused shelter slots. This interpretation of prioritization has created a tension, because I do not think anyone intends for there to be unfilled shelter slots.
  - **Metro response:** This can be a real tension, but SHS' goal of ending chronic homelessness will require serving people that are the most vulnerable. This goal could change prioritization and programming at the county level, which could be a challenge.

### Presentation and Discussion: County Fiscal Year 2023-24 Q4 Reports

Yesenia shared an overview of the fiscal year reports for each county and the plan to share an annual report for the counties, due at the end of October.

Each county presented on successes and opportunities for further improvement over the fiscal year. Lauren Decker, Clackamas County, shared county-level progress for the past fiscal year, including that the county exceeded its quantitative housing goals in its annual work plan. Lauren also provided updates on the county's Coordinated Housing Access (CHA) Hotline and other highlights.

Breanna Flores and Cristal Otero, Multnomah County, presented county-level progress for the past fiscal year and highlighted work still to be done. SHS housing outcomes placed 76% more people in Multnomah County into housing compared to the year prior.

Nicole Singh, Washington County, shared updates on Washington County's progress on SHS Year 3 goals, including launching its rental assistance only program and challenges with housing placement goals.

The Committee had the following questions and comments:

- **Comment:** In the past year, more housing resources to the counties have come from the State, so the counties have had to balance the spending and associated goals and metrics of SHS funding with the ambitious goals of the State.
- **Question:** What does it mean that Washington County has reduced invoice time to 18 days?
  - **County response:** Once all invoicing documents and forms are complete, then an invoice is processed and paid to a vendor within 18 days.
- **Comment:** The counties and this Committee should lean into talking more about the challenges ahead so we can dive directly into how we can assist with mitigating those challenges.

## Supportive Housing Services Oversight Committee Meeting Summary

- **Comment:** This Committee should also keep a long-term view of the challenges ahead and not think only about the quarter or year ahead.
- **Comment:** If coordinated entry could help with forecasting the types of people coming into the system, then it could help with addressing challenges ahead. It would give us a better understanding of how SHS funding should be spent in the future.

### Next Steps

Co-chair Susan Emmons thanked Ben Duncan for his work facilitating the Committee and the TCPB.

Yesenia announced that the annual report process will occur at meetings in the fall, which will provide another opportunity for members to engage with this work.

### Adjourn

The meeting adjourned at 11:58 am.

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## Supportive housing services – Oversight committee

Overview of role and responsibilities

Last updated: January 2024

### Background

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

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

### Oversight committee role and responsibilities

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

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



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

## **Supportive housing services regional oversight committee**

### **Meeting guidelines**

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

## **Group agreements**

We aren't looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn't privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.



# Memo

Date: September 23, 2024  
To: Supportive Housing Services Oversight Committee  
From: Revenue & Analytics Division  
Subject: FY25 Monthly Tax Collection and Disbursement Update

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

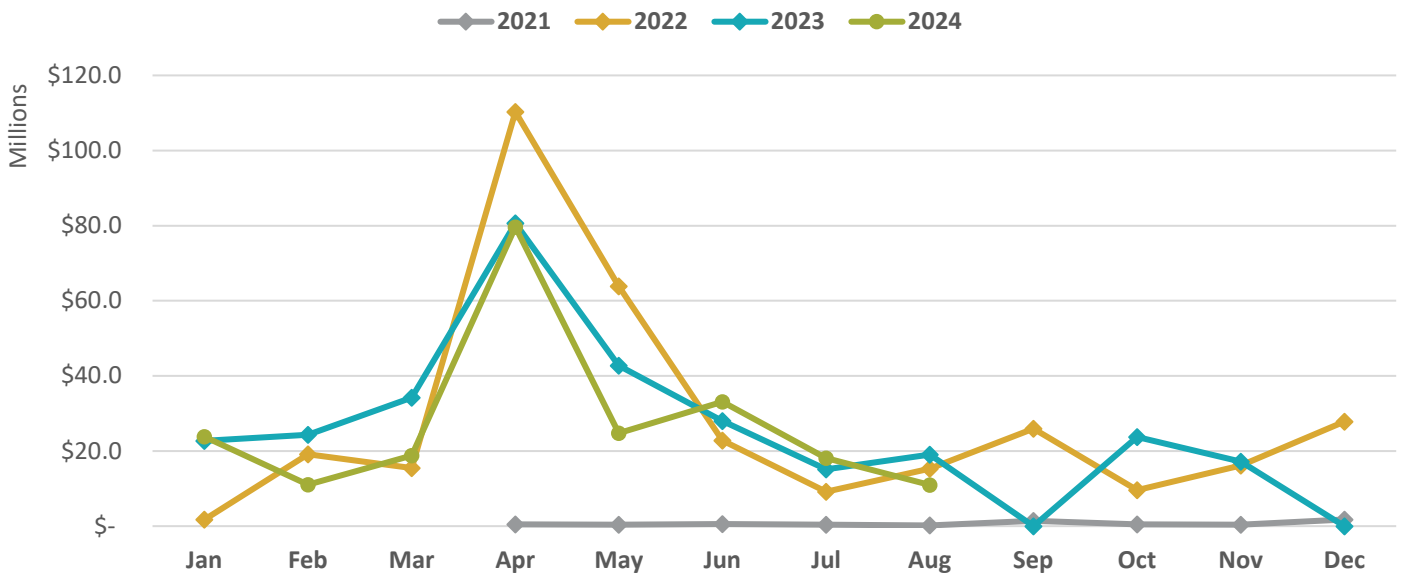
August is the first month of revenue collection for the FY 2024-25 fiscal year. Collections dropped below prior year trends, although August is not a month where we would expect to see significant collections.

Further analysis on FY 2023-24 revenue collections is available [here](#).

## Tax Collections

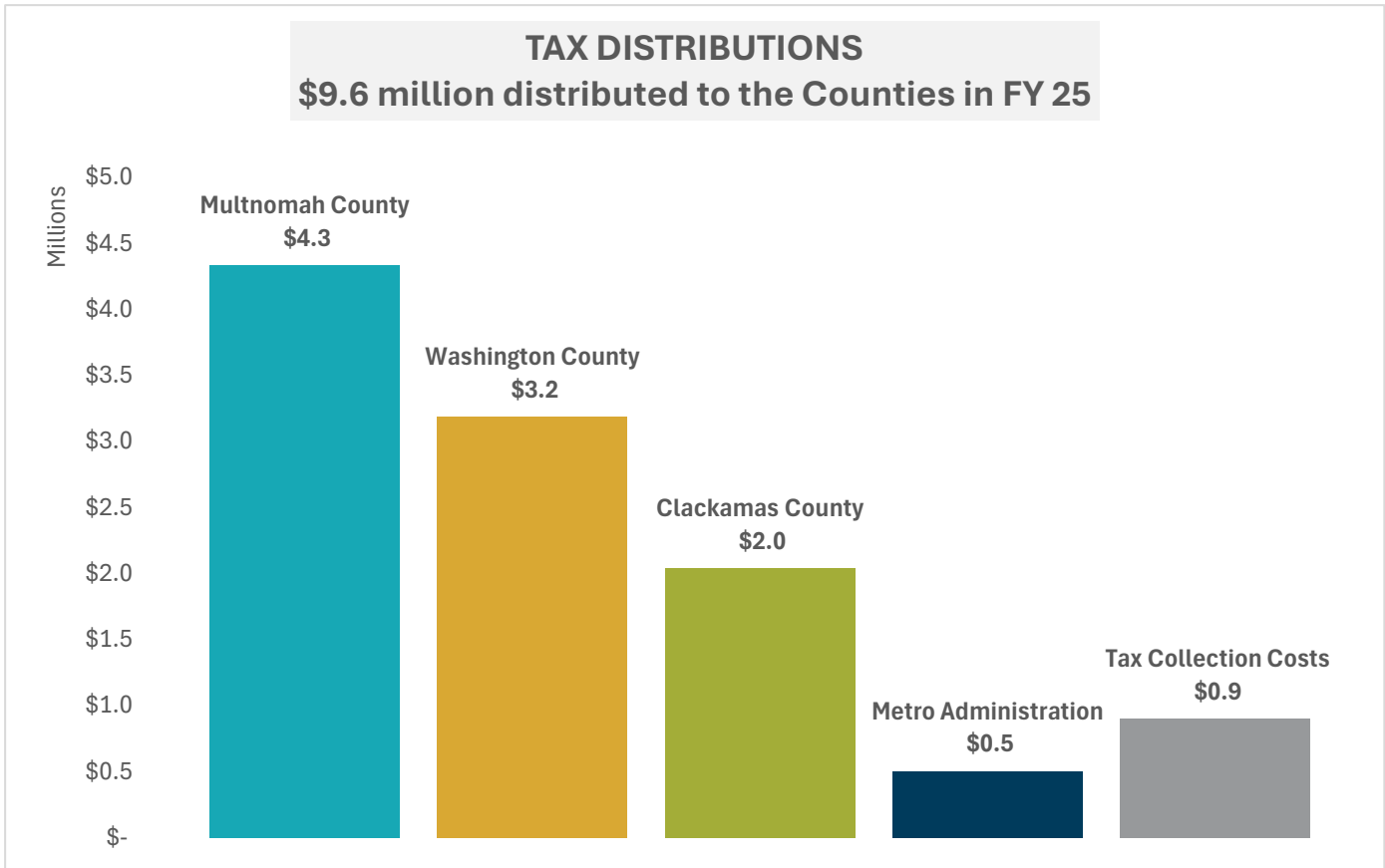
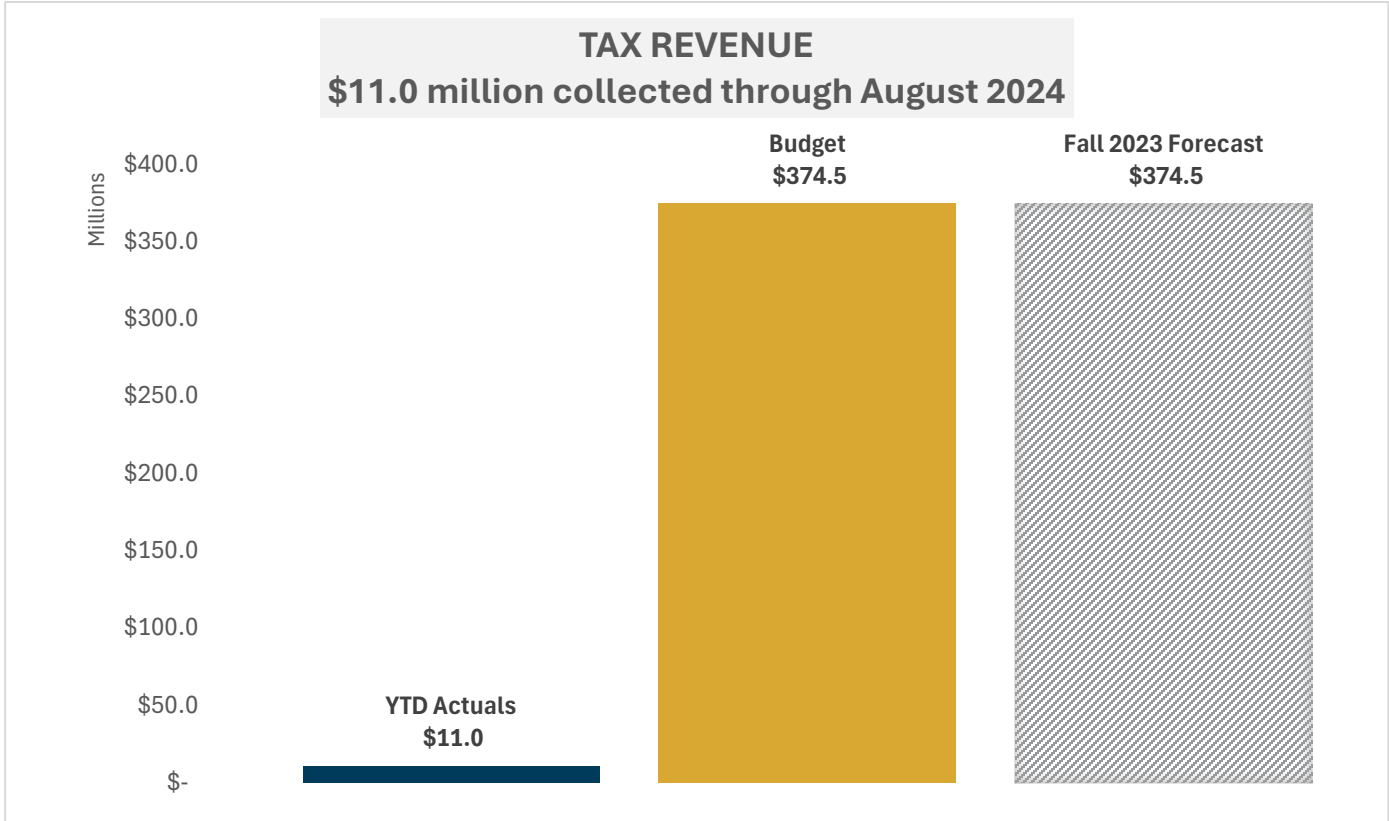
Monthly tax payments made to the tax administrator are shown below.

MONTHLY TAX COLLECTIONS BY CALENDAR YEAR



## Tax Revenue and Disbursement Summary

FY25 tax revenue and the disbursement of that revenue is shown below. This includes collections by the tax administrator in August 2024.



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

**PLAN VERSION: March 19, 2024**

**FINANCIAL REPORTING THROUGH: June 30, 2024**

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

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



#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
	<ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. No partners involved</li> <li>3. Near-Term Strategic Capital Investments</li> </ol>		2023.	Weather Shelter Supplies.	by June 2023.	Severe weather shelter supplies were purchased and received in FY23.
4	<b>Capacity Building and Organizational Health Grants to contracted service providers</b>  <ol style="list-style-type: none"> <li>1. Provider and Program Support</li> <li>2. JOHS SHS Providers</li> <li>3. Capacity Building and Organizational Health Grants to contracted service providers</li> </ol>	\$10,000,000	Grant awards and payments to SHS providers will be made by the Q3 FY24.	Multnomah County will use this funding to provide capacity building and organizational health grants to JOHS SHS providers. The grants follow a formula approach, and the designated grant period spans from January 1, 2024 - December 31, 2024 July 1, 2023, to June 30, 2024.	Minimum spend of \$9,500,000 by December 2023.	<b>Complete</b> FY24 spending: \$10,000,000 (100%)  Grant awards and payment to 61 service providers (100%) have been completed.

#	CORRECTIVE ACTION  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	INVESTMENT AMOUNT  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS  <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS  <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS
5	<b>Increase FY23 COLA by 2%</b>  1. Provider and Program Support 2. JOHS SHS providers	\$1,500,000	Increase SHS portion of providers contracts by Q4 FY23.	Increase SHS portion of providers contract by 2% in FY23.	Minimum spend of \$1,425,000 by August 2023.	<b>Complete</b> FY23 spending: \$1,442,886 (96%)  40+ JOHS providers received a 2% COLA in FY23.
6	<b>Immediate Response Client and Rent Assistance</b>  1. Provider and Program Support 2. JOHS SHS Providers	\$8,037,314	Q1 FY24: \$0 Q2 FY24: \$2,009,329 Q3 FY24: \$2,009,329 Q4 FY24: \$4,018,657	This program will make client and rent assistance available to JOHS providers for 221 households.	Minimum spend of \$7,635,448 by June 2024.	<b>Complete</b> FY24 spending: \$7,843,776 (98%)  JOHS allocated funds across 20 service providers.
7	<b>Housing Multnomah Now</b>  1. Dedicated Housing Program 2. JOHS Program	\$6,800,000	Q3 FY24: \$1,000,000 Q4 FY24: \$3,800,000  Q1 FY25: \$500,000	HMN will engage 300 individuals who do not have homes and connect them with housing over FY24/FY25. This	Minimum spend of \$4,800,000 by June 2024.	<b>Complete</b> FY24 spending: \$5,362,870 (81%)  We have 313 documented housing

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
			Q2 FY25: \$1,500,000	investment includes rent and client assistance, street outreach, housing placement capacity, housing retention, landlord recruitment, etc.		placements by June 30th.
8	<b>HUD CoC</b>  1. Dedicated Housing Program 2. JOHS SHS Providers	\$3,200,000	Q4 FY24: \$3,200,000	The allocation will support around 800 households in rapid rehousing and permanent supportive housing projects. This will focus on rental subsidies and wrap-around supportive services to support long-term housing stability for participants	Minimum spend of \$3,200,000 by June 2024	<b>Complete</b> FY24 spending: \$3,201,380 (100%)

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9	<b>Move-in Multnomah</b>  1. Dedicated Housing Program 2. JOHS Program	\$4,366,530	Q1 FY24: \$218,327 Q2 FY24: \$654,980 Q3 FY24: \$1,309,959 Q4 FY24: \$2,183,265	Move-in Multnomah will arrange for 140 rooms to be leased	Minimum spend of \$4,148,204 by June 2024.	<b>Complete</b> FY24 spending: \$4,174,808 (96%)
10	<b>Clean Start</b>  1. Provider and Program Support 2. JOHS Program	\$1,934,005	Executed contract with CCC by Q1 FY24.  Q4 FY24: \$1,934,005	Clean start is a Central City Concern workforce readiness program, it engages people who have experienced homelessness providing them with a path to future work while also supporting community cleanliness.	Minimum spend of \$1,837,305 by June 2024.	<b>Complete</b> FY24 spending: \$1,932,872 (99.9%)  Additional providers were added to this program mid-year.
11	<b>Shelter Capital Projects</b>  1. JOHS Program	\$900,000	Q1 FY24: \$0 Q2 FY24: \$0 Q3 FY24:	The amount held for Shelter Capital Projects is to improve	Minimum spend of \$855,000	<b>Complete</b> FY24 spending: \$885,563 (98%)

#	<b>CORRECTIVE ACTION</b>  <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b>  <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
			\$0 Q4 FY24: \$900,000	existing shelters or land that the County owns that will be used for shelters.	by June 2024.	Capital projects supported various alternative shelters.
<b>12</b>	<b>Capital Acquisition</b>  1. Central City Concern	\$2,700,000	Q4 FY24: \$2,700,000	Multnomah County funds (JOHS funds included) will be used in partnership with the Oregon Health Authority, State of Oregon, Central City Concern, and City of Portland for the purchase of a residential alcohol and drug treatment property. The property, located at 16th and E Burnside, will be acquired using the funds. After the purchase, Central City	Minimum spend of \$2,565,000 by June 2024.	<b>Complete</b> FY24 spending: \$2,700,000 (100%)  The contract with CCC was finalized and payment made on May 31st.

#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
				Concern intends to provide 40 high acuity Substance Use Disorder (SUD) beds, as well as 20-30 residential treatment supportive housing units.		
<b>13</b>	<b>Program Reserves</b>  1. Doug Fir RLRA Guarantee	\$303,439	Full amount in reserves.	The Doug Fir RLRA Guarantee fully funds the liability associated with the multi-year commitment to fund rent assistance in this affordable project.	\$303,439 to be reflected on Q4 FY23 Report.	<b>Complete</b> FY24 budget reflects \$303,439 in reserves for Doug Fir RLRA Guarantee.
<b>14</b>	<b>Contingency Reserve (SHS IGA § 5.5.4)</b>  1. Contingencies + Stabilization	\$4,809,513	Full amount in contingency.	The amount is aligned with IGA stipulations.	\$4,809,513 to be reflected on Q4	<b>Complete</b> FY24 budget reflects \$4,809,513 in contingency.

#	CORRECTIVE ACTION <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	INVESTMENT AMOUNT  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	PLANNING AND SPENDING METRICS  <i>*pre-spending planning milestones and spend-down plan</i>	PROJECT DESCRIPTION & ASSOCIATED GOAL AND METRICS  <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS
	1. JOHS Program IGA Reserves				FY23 Report.	
15	<b>Stabilization Reserve</b> (SHS IGA § 5.5.3)  1. Reserves & Contingencies 2. JOHS Program Regional Coordination Implementation Fund	\$9,619,026	Full amount in reserves.	The amount is aligned with IGA stipulations.	\$9,619,026 to be reflected on Q4 FY23 Report.	<b>Complete</b> FY24 budget reflects \$9,619,026 in stabilization reserve.
16	<b>System Access, Assessment &amp; Navigation</b>  1. Provider and Program Support 2. JOHS SHS Providers	\$588,840	Q1 FY24: \$29,442 Q2 FY24: \$88,326 Q3 FY24: \$176,652 Q4 FY24: \$294,420	The program will provide system access, assessment, and navigation of support services needed to make critical homeless services equitably accessible to the	Minimum spend of \$559,398 by June 2024.	<b>Complete</b> FY24 spending: \$561,491 (95%)  This is an expansion of the multi-agency navigation team collaborative.

#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	<b>TIMELINE</b>	<b>STATUS</b>
				diverse communities experiencing homelessness. By June 30, 2024, the goal is to assist with referral information for 100 shelter and housing service requests received.		
<b>17</b>	<b>Supportive Housing -- Countywide Coordination</b>  1. Provider and Program Support 2. MultCo Dept	\$202,669	Q1 FY24: \$10,133 Q2 FY24: \$30,400 Q3 FY24: \$60,801 Q4 FY24: \$101,335	The program leverages and builds on existing intensive behavioral health programs in the Health Department's Behavioral Health Division that serve this vulnerable population, as well as funding new programming in the Behavioral Health Resource Center (BHRC).	Minimum spend of \$192,536 by June 2024.	<b>Complete</b> FY24 spending: \$205,192



#	<b>CORRECTIVE ACTION</b> <i>*area of focus / service type</i>  <i>*list partners (service providers, other gov't, etc.)</i>  <i>*align with LIP</i>	<b>INVESTMENT AMOUNT</b>  <i>*The amounts in this column total FY23 estimated underspend of \$71,754,577</i>	<b>PLANNING AND SPENDING METRICS</b> <i>*pre-spending planning milestones and spend-down plan</i>	<b>PROJECT DESCRIPTION &amp; ASSOCIATED GOAL AND METRICS</b>  <i>*align with MC Annual Work Plan</i>	TIMELINE	STATUS
				By June 30, 2024, 7 individuals will either be placed in permanent/retained in housing or staying in motel-based emergency shelter.		

### Corrective Action Plan Metrics & Outcomes Report - FY 24 Quarter 4

CAP Item	Outcome	Goal	Year End Totals (CAP Specific)	% of goal
#6 Immediate Response Client and Rent Assistance	Number of households served with client and rent assistance.	221 households	594 households <i>This total represents the # of households served that are specifically attributed to #6 CAP investments. Due to the timeline and data retrieval process needed, we are able to produce a year end total at this time.</i>	269%
#9 Move-in Multnomah & Agency Leasing	Number of households newly placed and/or retained with a rent guarantee	140 households	214 households <i>This total represents the # of households served that are specifically attributed to #9 CAP investments. Due to the timeline and data retrieval process needed, we are only able to produce a year end total at this time.</i>	153%

CAP Item	Outcome	Goal	Q1	Q2	Q3	Q4	YTD Total	% of goal
#7 Housing Multnomah Now	# of individuals experiencing homelessness connected to housing	300 individuals served	18	14	33	248	313	104%
*#10 Clean Start	# of individuals participated in employment program	425 individuals	66	60	N/A	103	229	54%
	% of individuals completed employment program	70%	46%	24%	75%	74%	55%	79%
	Number of pounds of waste removed	250,000 pounds	0	2,239	N/A	171,941	174,180	70%

CAP Item	Outcome	Goal	Q1	Q2	Q3	Q4	YTD Total	% of goal
*#16 System Access, Assessment & Navigation	Number of people outreached/navigated to referral services	100	275	228	437	524	1464	1464%
	Number individuals moved into transitional housing	N/A	6	3	3	0	12	N/A
	Number individuals moved into permanent housing	N/A	6	3	1	2	12	N/A
	Number individuals referred to treatment programs	N/A	4	1	2	9	16	N/A
#17 Supportive Housing – Countywide Coordination	Number of individuals placed/retained in permanent housing/motel-based emergency shelter	7 individuals	7	1	1	1	10	143%

\*Provider outcomes are collected on a bi-annual basis.

**Quarter 4/Final CAP Outcomes Report Notes:**

- Please note that CAP Items #6 (Client/Rent Assistance) and #9 (MiM/Agency Leasing) are now presented in their own table to demonstrate year end outcomes specifically attributed to CAP investments.
- Due to approved CAP amendments, the CAP Item numbers for Move in Multnomah/Agency Leasing, Clean Start, Systems Access, Assessment & Navigation, and Supportive Housing - Countywide Coordination have been updated from the Q3 report.
- Please note that outcomes for previous quarters may have been updated since the Quarter 3 CAP Outcomes Report. This is mainly due to:
  - Provider noted in changes in previously reported numbers, that have been adjusted here for accuracy.
  - Updated methodology to isolate CAP specific outcomes.



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

**Metro - Supportive housing services**

Quarterly reports by county, FY24 Q4

[Clackamas County](#)

[Multnomah County](#)

[Washington County](#)



600 NE Grand Ave.  
Portland, OR 97232-2736

# Memo

Date: September 23, 2024  
To: Supportive Housing Services Oversight Committee  
From: Rachael Lembo, Finance Manager  
Subject: FY23-24 Q4 (July 2023 – June 2024) Financial Report

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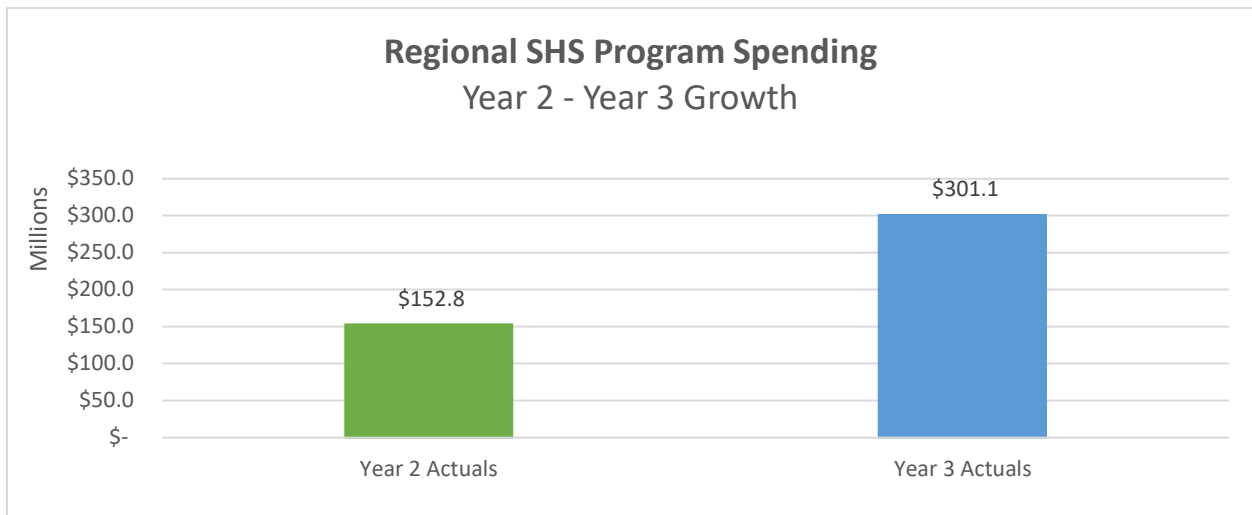
Metro designed this quarterly financial report to provide the information necessary for the SHS Oversight Committee to monitor financial aspects of program administration. It includes details on tax collections and tax collection costs, administrative costs, and program costs. County financial information 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.

*Note: The county financial information in this report is accurate as of the counties' Q4 reports. These figures may change once the counties complete their year-end close process and submit their annual reports on October 31.*

## Year 3 Quarter 4 Financial Overview

Tax collections in FY24 totaled \$335.1 million, plus \$0.7 million in interest from the tax administrator. Total tax revenue exceeded the FY24 budget figure by \$101.7 million. This figure is in line with Metro's forecast, which expected revenue to be slightly under the fall 2023 forecast of \$356.7 million.

Spending in FY24 was significantly higher than last year, continuing the trend of prior years. In fact, spending in Year 3 was almost 2 times more than in Year 2.



For County specific data, see the “Year 2 – Year 3 Growth” charts in the County Snapshots below.

## Supportive Housing Services Tax Overview

### Key Takeaways:

- As noted above, tax revenue totaled \$335.8 million, 43% higher than the FY24 budget figure.

Tax Revenue Summary			
	Budget	YTD Actuals	% of Budget
<b>Tax Revenue</b>	<b>234,100,000</b>	<b>335,846,858</b>	<b>143%</b>
Tax Collection Costs (Amount Retained)	10,801,686	8,956,429	83%
Adjustment to Administrator Reserves	-	800,000	N/A
<b>Net Tax Revenue</b>	<b>223,298,314</b>	<b>326,090,429</b>	<b>146%</b>
Metro Admin Allowance (5%)	11,163,314	16,304,521	146%
<b>County Partner Revenue</b>	<b>212,135,000</b>	<b>309,785,908</b>	<b>146%</b>
Multnomah County	96,167,867	140,436,278	146%
Washington County	70,711,667	103,261,969	146%
Clackamas County	45,255,467	66,087,660	146%

Tax Collection Costs			
	Budget	YTD Actuals	% of Budget
<b>Tax Collection Costs</b>	<b>10,801,686</b>	<b>8,863,310</b>	<b>82%</b>
Personnel	5,026,047	4,353,578	87%
Software	3,602,815	3,480,948	97%
Other M&S	1,382,414	1,028,784	74%
Contingency	790,410	-	0%

*Tax collections above are on an accrual accounting basis and reflect collections received by Metro and disbursed to county partners from September 2023 – August 2024. Tax collections by the tax administrator through July 2023, received by Metro and disbursed to county partners in August 2023, are recorded in FY23 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.*

### 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 \$22.0 million in carryover from the prior year. As with the ramp up of county programs, Metro is also expecting its own administrative spending to ramp up over the first 3-4 years. From July 2023 to June 2024, the SHS team grew from 12.1 FTE to 34.6 FTE. Metro is ending this fiscal year with approximately \$32.1 million in carryover, in line with recent forecasts.
- Metro will continue to use carryover funds to fund program growth in FY25, 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
Prior Year Carryover	14,778,601	21,999,875	149%
YTD Admin Allowance (5%)	11,163,314	16,304,521	146%
Interest Earnings	300,000	971,150	324%
<b>Total Resources</b>	<b>26,241,915</b>	<b>39,275,547</b>	<b>150%</b>
Direct Personnel	5,416,344	2,708,611	50%
Materials & Services	3,306,251	1,090,429	33%
Indirect Costs (Allocation Plan)	3,370,894	3,370,894	100%
Contingency	-	-	N/A
<b>Expense &amp; Contingency</b>	<b>12,093,489</b>	<b>7,169,934</b>	<b>59%</b>
<b>Carryover to next period</b>	<b>14,148,426</b>	<b>32,105,613</b>	

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).

County Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
<b>County Administrative Costs</b>	2,791,351	2,234,764	1,989,490	<b>7,015,605</b>
<i>% of annual SHS program revenue (recommended limit is 5%)</i>	4%	2%	2%	<b>2%</b>

RLRA is administered by the housing authority of each county, separate from SHS, and these administrative costs are detailed below. Metro recommends that administrative costs for RLRA not exceed 10% of annual RLRA expenses.

Long-term Rent Assistance Administrative Costs				
	Clackamas County	Multnomah County	Washington County	Total
<b>RLRA Administrative Costs</b>	557,152	1,170,958	424,089	<b>2,152,200</b>
<i>% of RLRA costs (recommended limit is 10%)</i>	4%	11%	2%	<b>5%</b>

### County Partner Snapshots

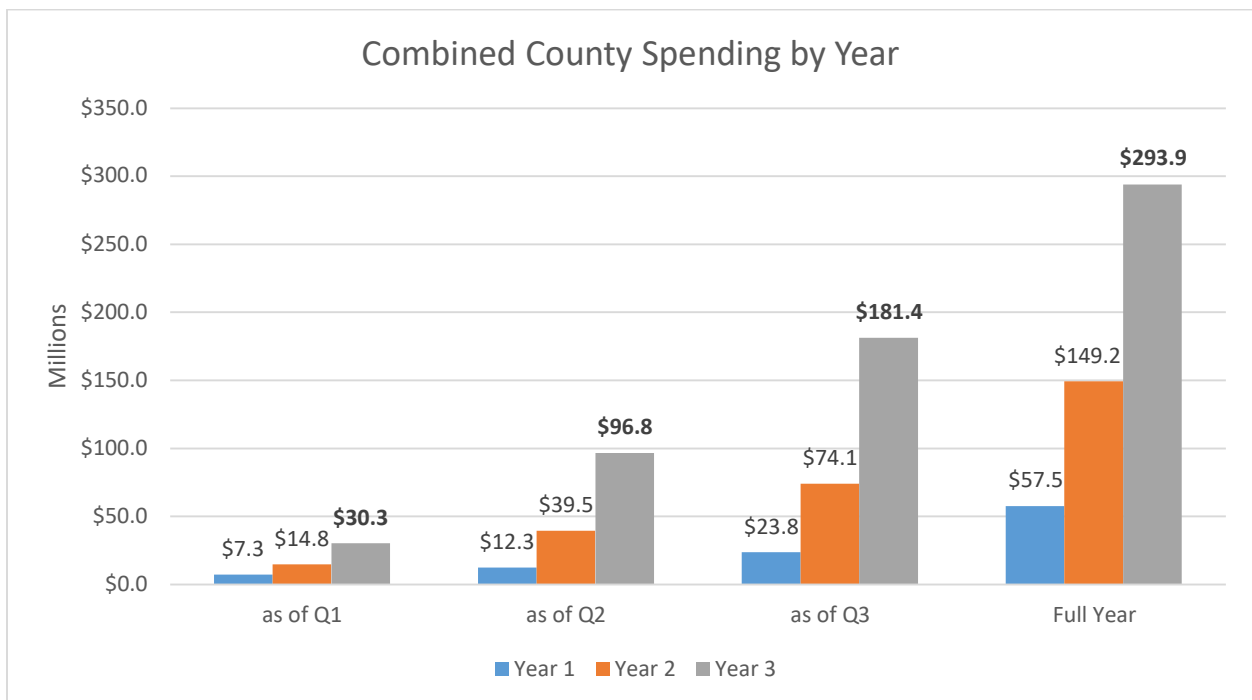
The following pages summarize financial information by county, in both numerical and visual form. This provides a consistent format to compare the similar but unique programs of each county.

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.

#### Key Takeaways:

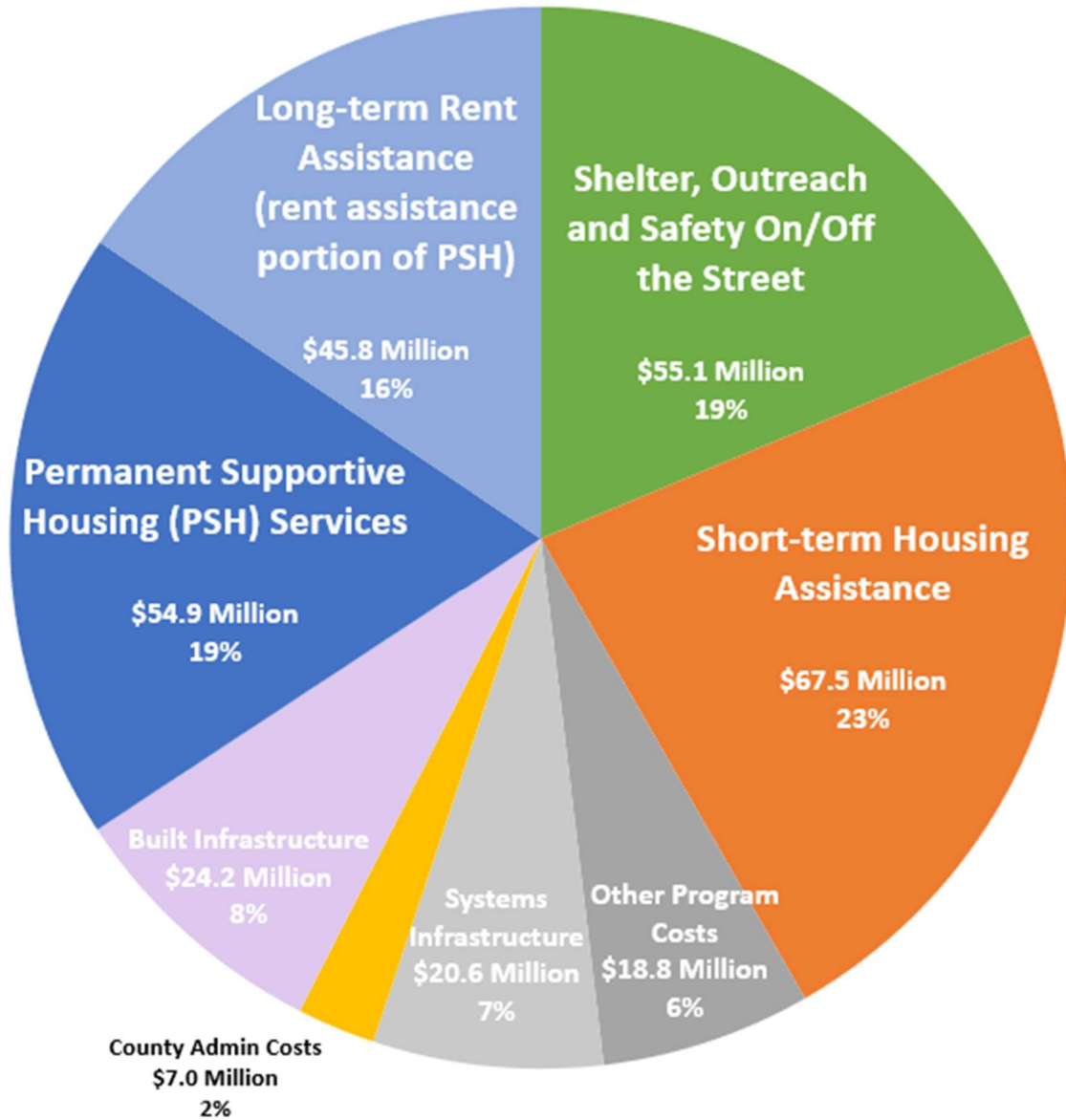
- Together, the counties spent a combined total of \$293.9 million on SHS program costs in Year 3 (July 2023 – June 2024), which is nearly 2 times more than the \$149.2 million spent last year.

County Summary (in millions) as of June 2024				
	Clackamas County	Multnomah County	Washington County	Total
Prior Year Carryover	\$92.7	\$126.4	\$115.5	\$334.6
SHS Program Revenue	\$69.3	\$145.1	\$106.6	\$321.1
<b>Total Resources</b>	<b>\$162.0</b>	<b>\$271.5</b>	<b>\$222.1</b>	<b>\$655.6</b>
Program Costs	\$54.3	\$143.5	\$96.1	\$293.9
<b>Total Expense</b>	<b>\$54.3</b>	<b>\$143.5</b>	<b>\$96.1</b>	<b>\$293.9</b>
<b>Ending Balance</b>	<b>\$107.7</b>	<b>\$128.0</b>	<b>\$125.9</b>	<b>\$361.7</b>
<i>Tax Stabilization and RIF Reserves</i>	\$23.7	\$34.3	\$27.1	\$85.1
<i>Carryover for future projects/program reserves</i>	\$84.0	\$93.7	\$98.9	\$276.6





**Regional SHS Spending by Program Category**  
**\$293.9 million**  
*(Year 3 Q4: July 2023 – June 2024)*



### Clackamas County Snapshot

#### Overview

Clackamas County included estimated carryover in its FY24 budget, however actual carryover was \$34.1 million higher due to higher than anticipated collections in the prior year. Similarly, Clackamas County’s budget for FY24 program revenue reflected Metro’s initial budget, while actual revenue was \$23.9 million higher. As a result, Clackamas County ended the year with \$58 million more in resources than initially budgeted.

Clackamas County reported \$54.3 million in expenses as of FY24 Q4, resulting in an ending balance of \$107.7 million for next fiscal year. This includes \$23.7 million in tax stabilization and Regional Strategy Implementation Fund reserves and \$84 million in carryover for future projects.

#### Carryover Spending

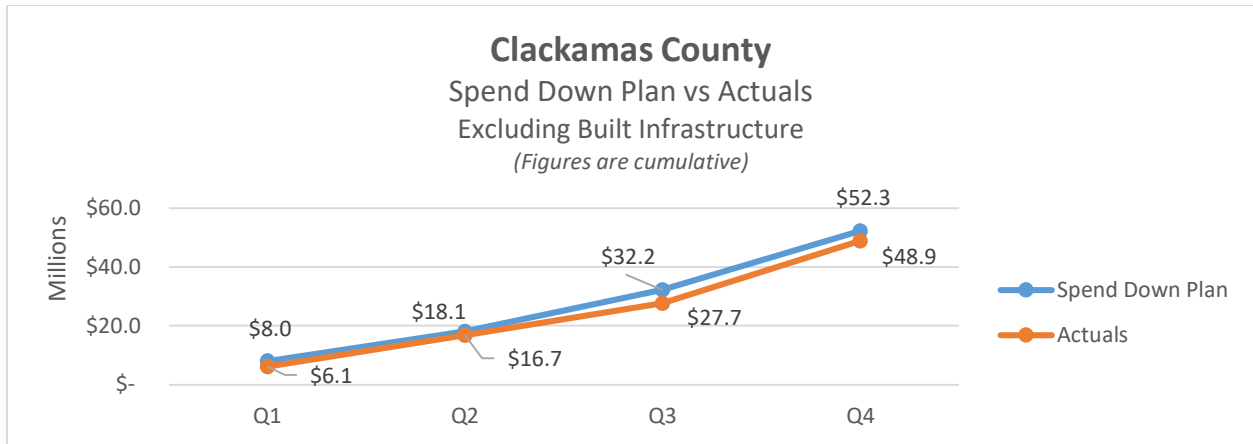
After entering the year with \$92.7 million in carryover, Clackamas County has spent \$14.0 million of these funds as of FY24 Q4, with the majority of spending going towards limited-term investments in service provider capacity building, an expansion of short-term rent assistance, and capital investments as noted in built infrastructure below. In FY25, Clackamas County plans to continue funding these investments using carryover funds, while also funding its stabilization reserves.

Clackamas County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	58,623,269	92,701,597	158%
SHS Program Revenue	45,375,392	69,300,566	153%
<b>Total Resources</b>	<b>103,998,661</b>	<b>162,002,163</b>	<b>156%</b>
Program Costs (excluding Built Infrastructure)	80,429,813	48,867,542	61%
Built Infrastructure	12,250,000	5,437,423	44%
Contingency	2,263,770	-	0%
<b>Expense &amp; Contingency</b>	<b>94,943,583</b>	<b>54,304,966</b>	<b>57%</b>
<b>Ending Balance (incl. Reserves)</b>	<b>9,055,078</b>	<b>107,697,198</b>	
<i>Tax Stabilization and RIF Reserves</i>	<i>9,055,078</i>	<i>23,671,942</i>	
<i>Carryover for future projects/program reserves</i>	<i>-</i>	<i>84,025,256</i>	

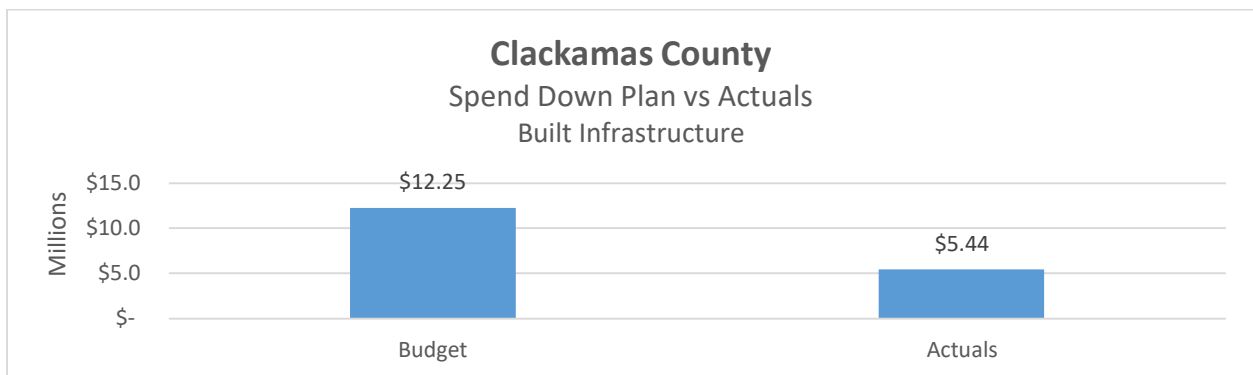
#### Annual Spending

FY24 spending was \$54.3 million, nearly 3 times the prior year amount.

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 projected that it would spend 65% of its annual program budget in FY24, excluding built infrastructure. Actual spending was 61%.

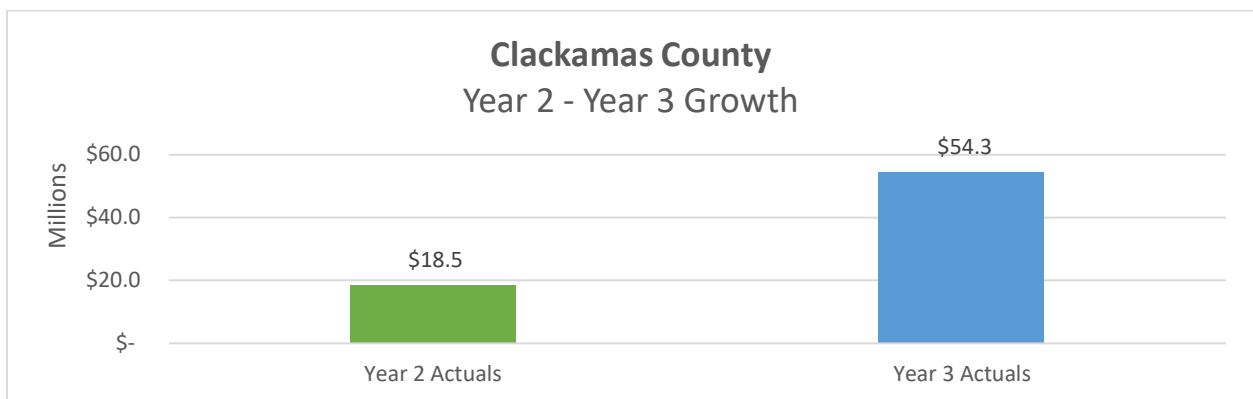


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Clackamas County spent \$5.4 million on built infrastructure in FY24 on the new Clackamas Village transitional shelter site and service-enriched resource center in downtown Oregon City.

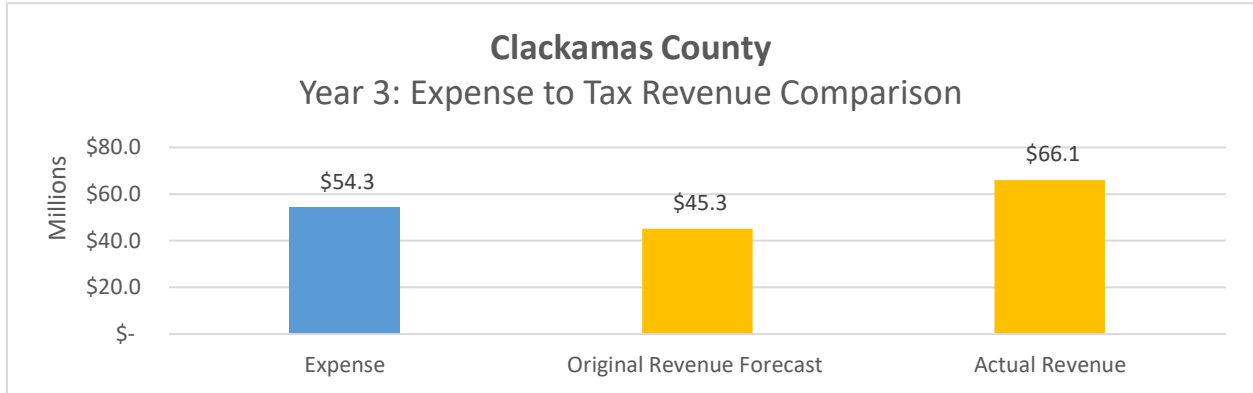


**Growth**

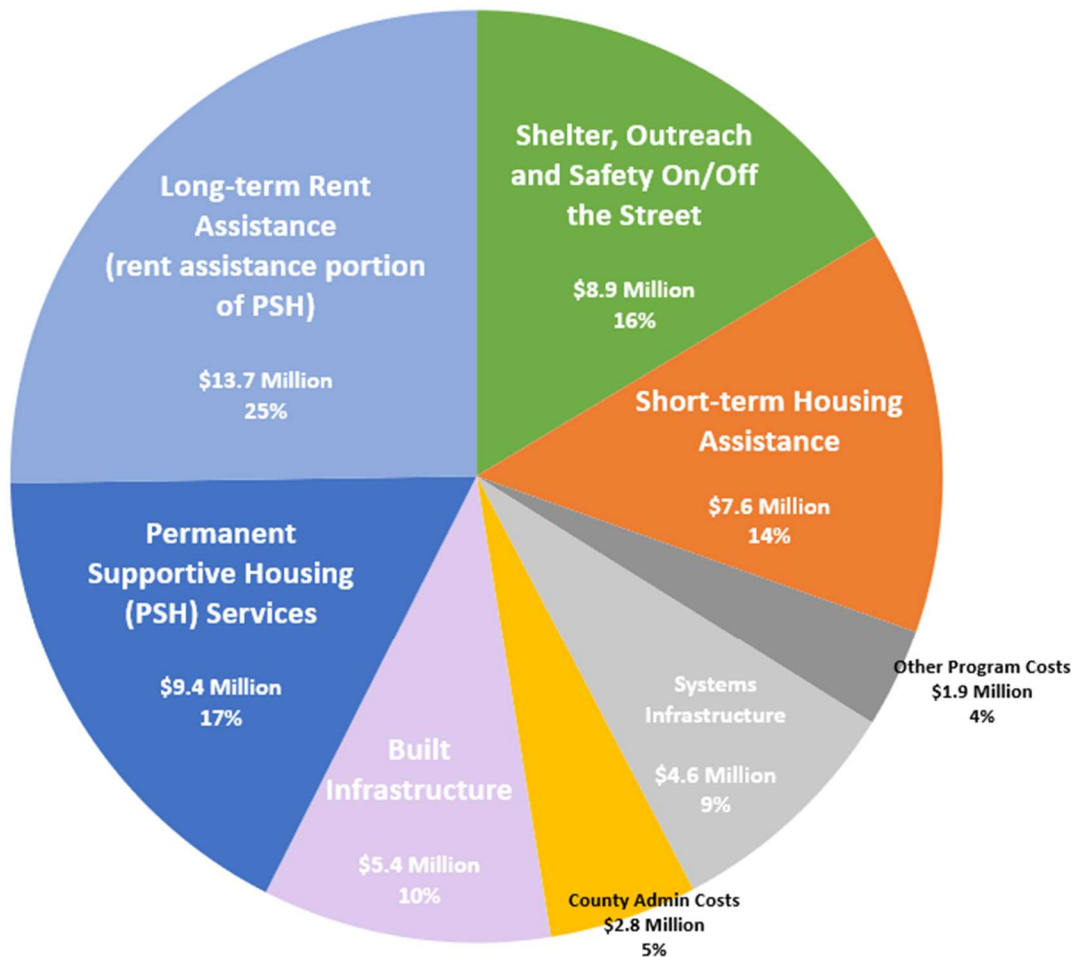
The following chart compares Year 2 spending with Year 3. Clackamas County spent nearly 3 times more in Year 3 as compared to Year 2.



The chart below compares expense and current year tax revenue (original forecast and actual). In Year 3 there is less of a gap between expense and revenue as counties have built out their programs and started investing prior year carryover. For the next few years expense will exceed current year revenue, as counties spend down the remaining programmatic carryover.



**Clackamas County SHS Spending by Program Category**  
(Year 3 Q4: July 2023 – June 2024)



### Multnomah County Snapshot

#### Overview

Multnomah County included estimated carryover in its FY24 budget, however actual carryover was \$17.7 million higher. Similarly, Multnomah County’s budget for FY24 program revenue reflected Metro’s initial budget, while actual revenue was \$49 million higher. As a result, Multnomah County ended the year with \$66.7 million more in resources than initially budgeted.

Multnomah County reported \$143.5 million in expenses as of FY24 Q4, resulting in an ending balance of \$128 million for next fiscal year. This includes \$34.3 million in tax stabilization and Regional Strategy Implementation Fund reserves and \$93.7 million in carryover for future projects.

#### Carryover Spending

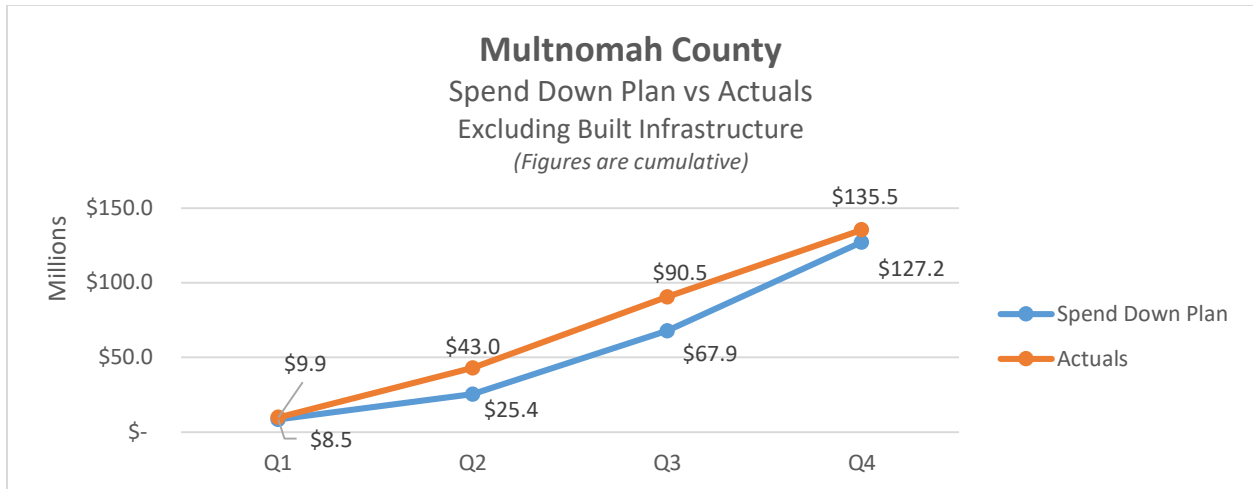
After entering the year with \$126.4 million in carryover, Multnomah County has spent \$63.0 million of these funds as of FY24 Q4, with the majority of spending going towards limited-term investments in Temporary Alternative Shelter Sites, capacity building and organizational health grants to contracted service providers, and short-term housing assistance. In FY25, Multnomah County plans to use its carryover funds on a variety of investments, with the largest investment areas being shelter, rapid re-housing, and built infrastructure, as well as funding its stabilization reserves.

Multnomah County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	108,677,054	126,381,795	116%
SHS Program Revenue	96,190,265	145,140,947	151%
<b>Total Resources</b>	<b>204,867,319</b>	<b>271,522,742</b>	<b>133%</b>
Program Costs (excluding Built Infrastructure)	169,661,460	135,468,061	80%
Built Infrastructure	20,473,881	8,007,350	39%
Contingency	4,809,513	-	0%
<b>Expense &amp; Contingency</b>	<b>194,944,854</b>	<b>143,475,411</b>	<b>74%</b>
<b>Ending Balance (incl. Reserves)</b>	<b>9,922,465</b>	<b>128,047,331</b>	
<i>Tax Stabilization and RIF Reserves</i>	<i>9,922,465</i>	<i>34,325,889</i>	
<i>Carryover for future projects/program reserves</i>	<i>-</i>	<i>93,721,442</i>	

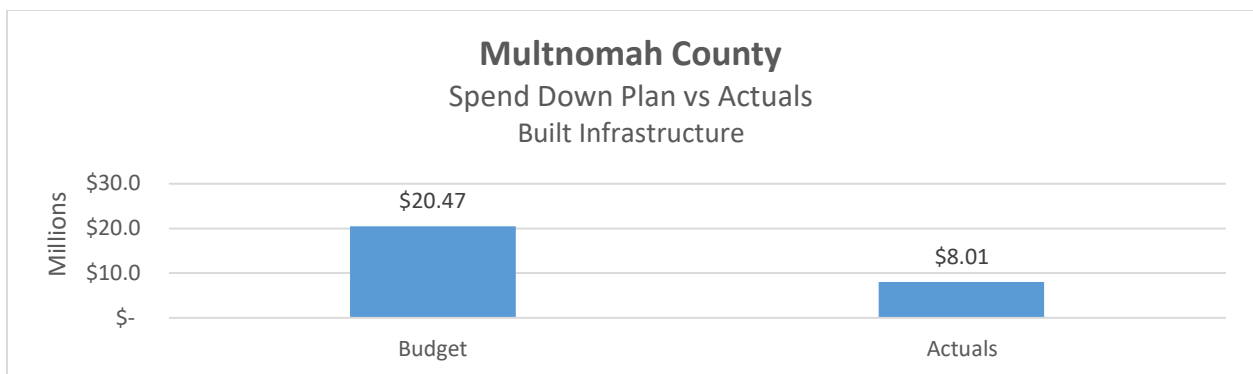
#### Annual Spending

FY24 spending was \$143.5 million, 174% of the prior year amount.

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 projected that it would spend 75% of its annual program budget in FY24, excluding built infrastructure. Actual spending was 80%.

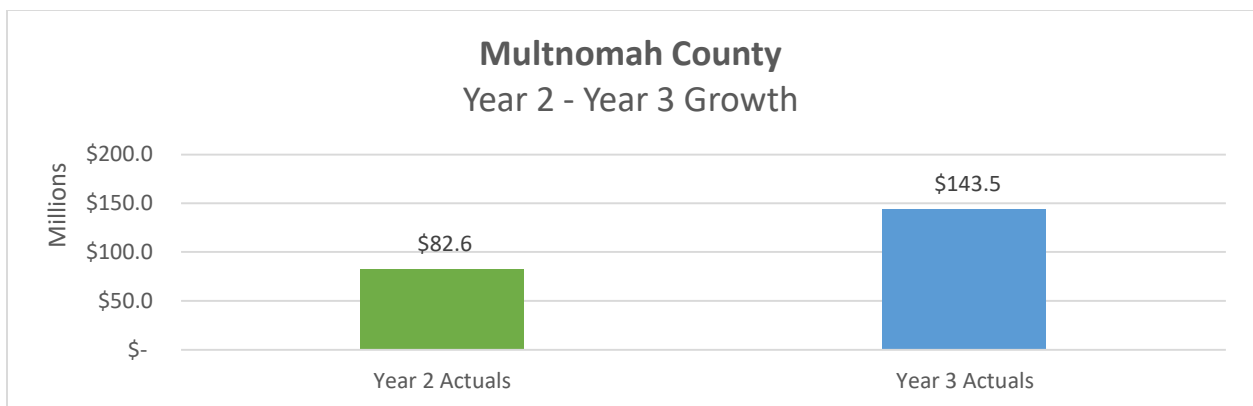


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Multnomah County spent \$8 million on built infrastructure in FY24, including for stabilization and transitional housing and shelter capital projects.

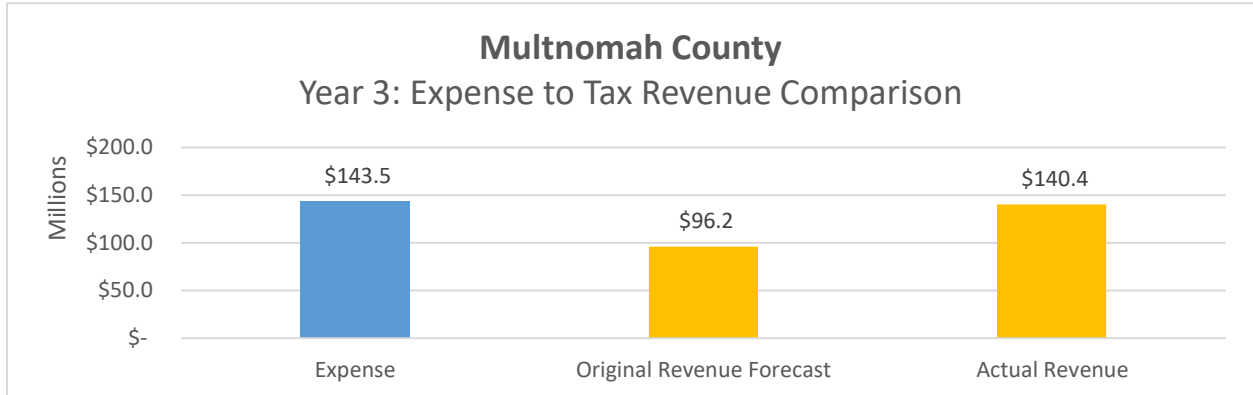


**Growth**

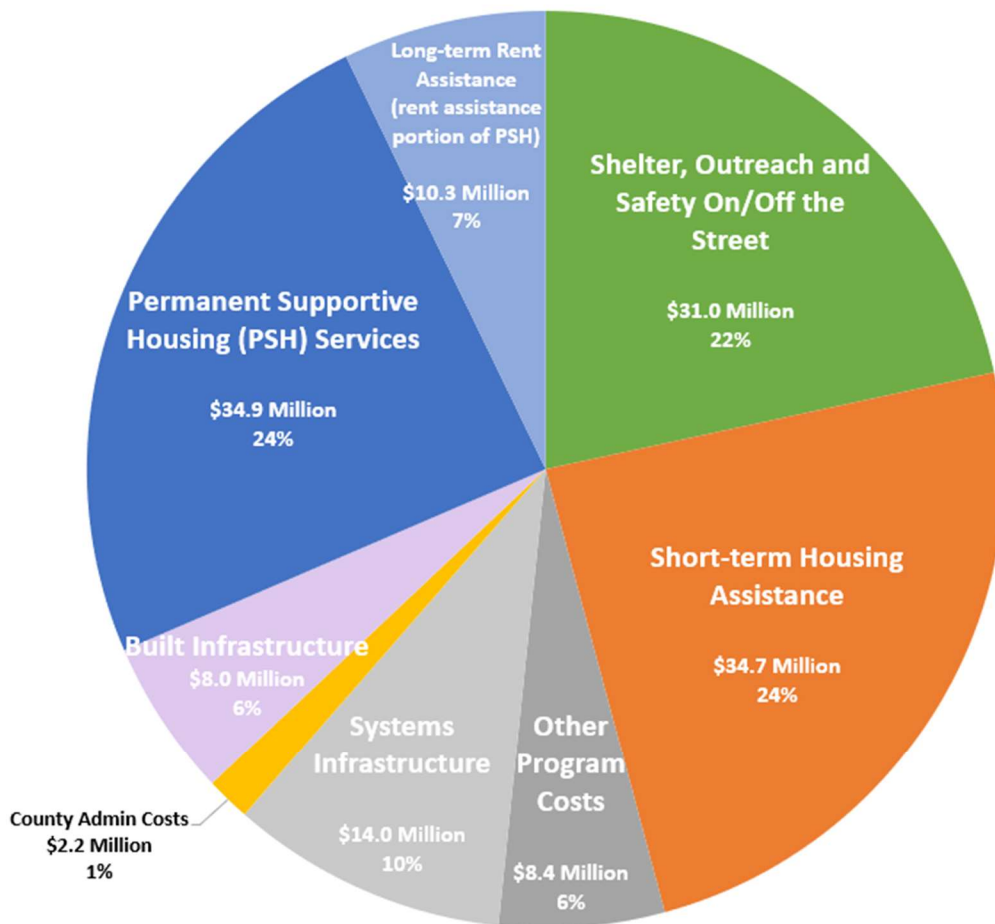
The following chart compares Year 2 spending with Year 3. Multnomah County has spent over 1.7 times more in Year 3 as compared to Year 2.



The chart below compares expense and current year tax revenue (original forecast and actual). In Year 3 there is less of a gap between expense and revenue as counties have built out their programs and started investing prior year carryover. For the next few years expense will exceed current year revenue, as counties spend down the remaining programmatic carryover.



### Multnomah County SHS Spending by Program Category (Year 3 Q4: July 2023 – June 2024)



### Washington County Snapshot

#### Overview

Washington County amended its budget in March 2024. This amended budget reflects higher actual carryover and revenue forecasts for FY24. As a result, Washington County’s budget for resources closely aligns with FY24 actuals. Washington County also updated its spend-down plan and built infrastructure forecast.

Washington County reported \$96.1 million in expenses as of FY24 Q4, resulting in an ending balance of \$125.9 million for next fiscal year. This includes \$27.1 million in tax stabilization and Regional Strategy Implementation Fund reserves and \$98.9 million in carryover for future projects.

#### Carryover Spending

After entering the year with \$115.5 million in carryover, Washington County has spent \$26.6 million of these funds as of FY24 Q4, with the majority of spending going towards limited-term investments in an expansion of short-term rent assistance, as well as built infrastructure for shelters, drop-in centers, and transitional supportive housing. In FY25, Washington County plans to continue funding these investments using carryover funds.

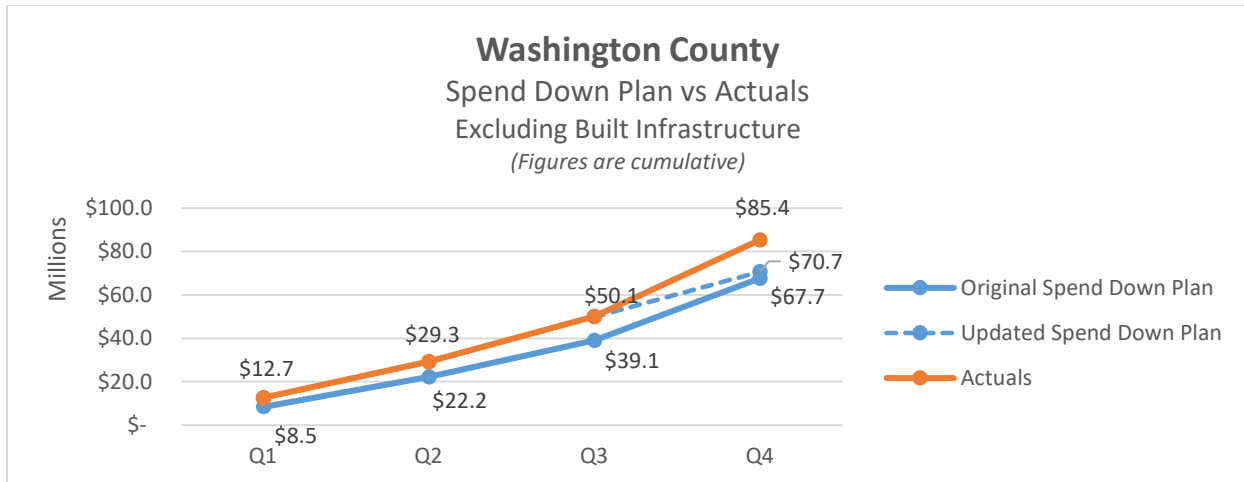
Washington County			
	Budget	YTD Actuals	% of Budget
Prior Year Carryover	111,634,198	115,473,580	103%
SHS Program Revenue	111,000,000	106,616,670	96%
<b>Total Resources</b>	<b>222,634,198</b>	<b>222,090,250</b>	<b>100%</b>
Program Costs (excluding Built Infrastructure)	83,228,635	85,403,895	103%
Built Infrastructure	12,943,088	10,745,072	83%
Contingency	5,450,000	-	0%
<b>Expense &amp; Contingency</b>	<b>101,621,723</b>	<b>96,148,968</b>	<b>95%</b>
<b>Ending Balance (incl. Reserves)</b>	<b>121,012,475</b>	<b>125,941,282</b>	
<i>Tax Stabilization and RIF Reserves</i>	<i>24,578,639</i>	<i>27,064,333</i>	
<i>Carryover for future projects/program reserves</i>	<i>96,433,836</i>	<i>98,876,949</i>	

#### Annual Spending

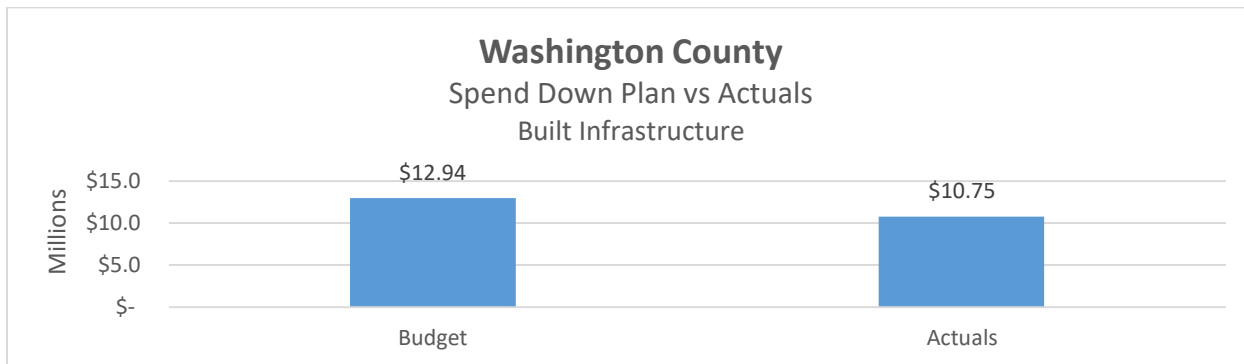
FY24 spending was \$96.1 million, 2 times the prior year amount.

The spend down plan reflects estimated spending of the annual program budget by quarter and is compared to actual spending below. Washington County’s updated spend down plan projected that it would spend 85% of its annual program budget in FY24, excluding built infrastructure. Actual spending was 103%.



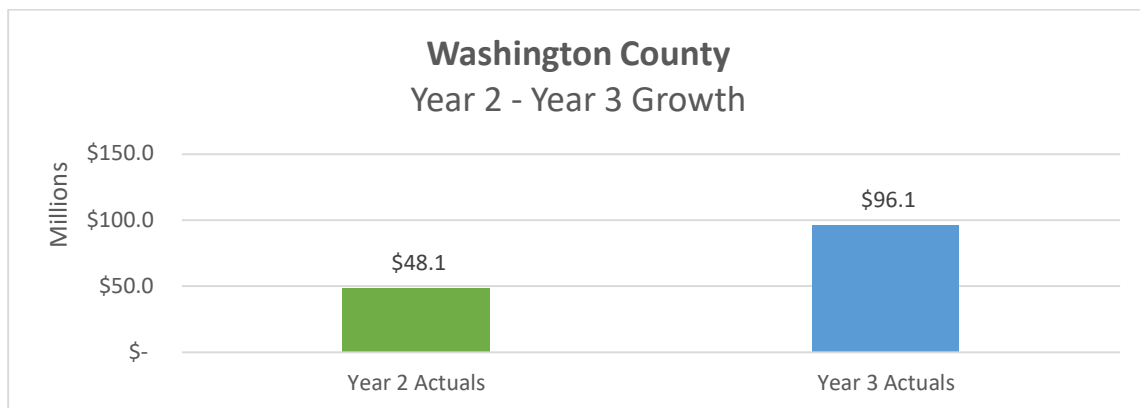


Built infrastructure is forecasted separately as these expenses tend to occur in large tranches as opposed to gradually over time. Washington County spent \$10.8 million on built infrastructure in FY24 to support the Center for Addiction Triage and Treatment, the Elm Street transitional supportive housing acquisition and capital grants for shelters.

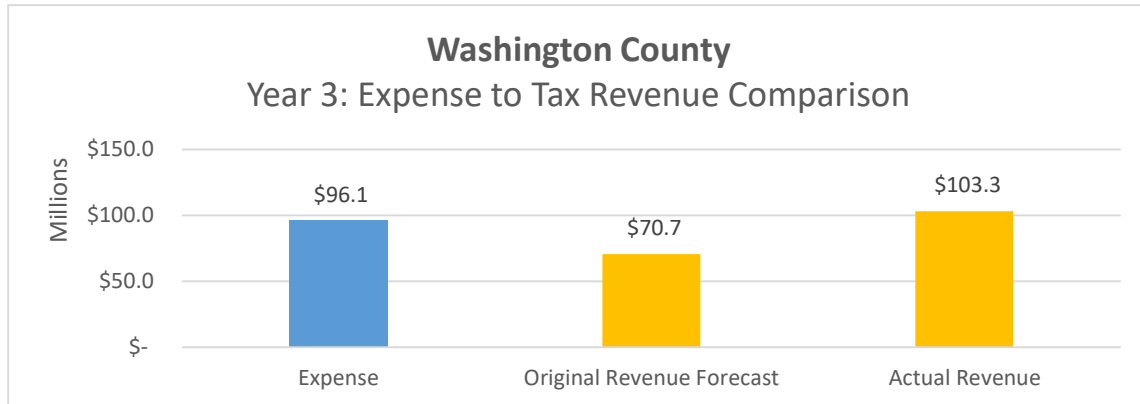


**Growth**

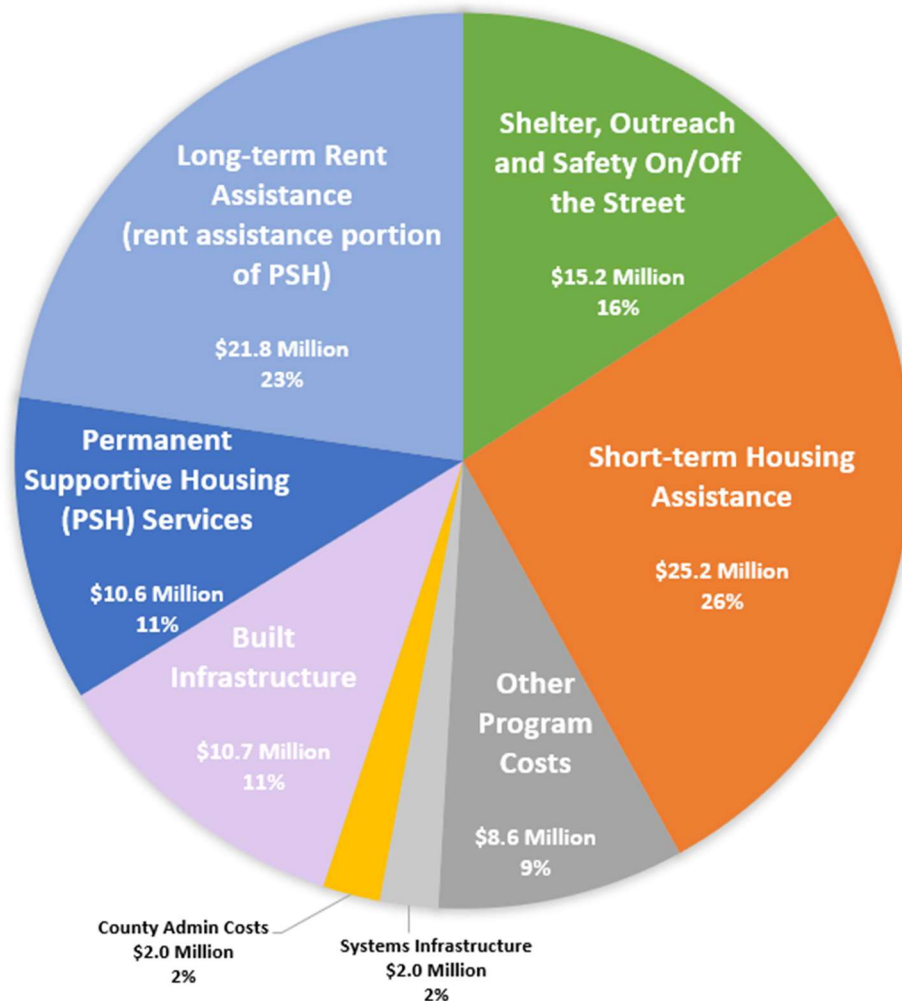
The following chart compares Year 2 spending with Year 3. Washington County has spent 2 times more in Year 3 as compared to Year 2.



The chart below compares expense and current year tax revenue (original forecast and actual). In Year 3 there is less of a gap between expense and revenue as counties have built out their programs and started investing prior year carryover. For the next few years expense will exceed current year revenue, as counties spend down the remaining programmatic carryover.



**Washington County SHS Spending by Program Category**  
(Year 3 Q4: July 2023 – June 2024)



# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Annual work plans are due **April 1** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 contains goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

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

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

Entering objectives stemming from your LIP goals is also required (there should be at least one objective per goal category). However, you are entering objectives for work you will be implementing in the following program year and likely will not be entering every single LIP goal. Tying it back to your planned budget/investments is an excellent way to consider it. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you're taking to meet LIP goals. Maybe you're not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.

**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

**COUNTY NAME:** Multnomah County

**PROGRAM YEAR: FY 2024-25**

List annual objectives for the next program year by category below. Objectives should stem from your LIP Goals, though a few required goals come from Metro’s SHS Work Plan. Add additional rows to the tables as needed.

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different from the categories that follow. For this section, please add your quantitative goal(s) for the next year about your housing and services programs. The first chart includes required goals, and then you can add any additional quantitative goals you’d like to the second chart. If your goal is N/A or zero, explain why in the notes.

**REQUIRED:** These SHS metrics are in the Metro SHS Work Plan in section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g., important context or details for the goal)
<b>Number of supportive housing units/vouchers you plan to bring into operation this year</b>	# of new RLRA vouchers: 275 # of SH units coming online: 401	In FY 25, the Joint Office plans to add capacity to Multnomah County’s housing system by introducing 275 new tenant-based Regional Long-Term Rent Assistance vouchers and 401 supportive housing tenant and project-based apartments.  These goals align with the Joint Office’s proposed budget and construction schedules for opening new Permanent Supportive Housing buildings. These additions will contribute to addressing housing needs and providing stability for individuals needing assistance.
<b>Number of housing placements (people and households):</b> Aggregate number (PSH+ROTH+OPH+RRH)	# of new people: 1,072 # of new households: 875	<i>Permanent Supportive Housing, Recovery-Oriented Transitional Housing, Other Permanent Housing, Rapid Rehousing</i>
Permanent Supportive Housing (PSH)	# of new people: 360 # of new households: 300	PSH provides deeply affordable housing with wraparound supportive services, including behavioral health care, case management, education, and job support, to assist households in achieving housing stability. This includes households placed in new buildings opening in FY 25, new households served by projects that were in early implementation in FY 24, and new households served across additional expansions of PSH that will happen through NOFAs.  For NOFA expansion we assume half of the total capacity will be filled in FY 25, due to the time it will take to make awards and for projects to staff up, start working with people, and place people into units.
Rapid Re-Housing/Short-term Rent Assistance	# of new people: 550 # of new households: 440	RRH is a model that provides short-term rent assistance to help people exit homelessness by providing staff support to help identify permanent housing opportunities and/or help people retain their housing. There are different rapid re-housing programs across the homeless service continuum that serve adults, youth, families with children, and people fleeing domestic violence or sex trafficking.
Other Permanent Housing (if applicable)	# of new people: 162 # of new households: 135	Other Permanent Housing (OPH) includes programs that provide long-term housing support without wrap-around support services.

		Per guidance from Metro, recovery-oriented transitional housing (ROTH) will be included in the OPH category at this time. ROTH programs provide both housing and wrap around services on a temporary basis.
<b>The number of homelessness preventions (people and households):</b>	800 People 600 Households	Eviction prevention programs will be available at multiple community-based organizations. These programs provide short-term flexible client assistance to allow households to maintain their housing and prevent people from entering homelessness.
<b>Housing retention rate(s) (%)</b>		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	
Other Permanent Housing (if applicable) <i>This will include Population B RLRA vouchers.</i>	85%.	

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

<b>Topic/Category</b>	<b>Annual Goal</b>	<b>Additional information (e.g., Definition, meaningful context, or details for the goal)</b>
Emergency Shelter	1,397 Emergency Shelter Units 309 new / 1088 sustained	Emergency shelter units include non-congregate, alternative, and congregate programs that will serve adults, youth, families with children, and people fleeing domestic violence. Investments in shelters have increased substantially in alignment with broader county shelter strategies.
Outreach	1,420 people engaged through street outreach	Outreach and Engagement is composed of providers contracted to conduct coordinated and person-centered outreach that brings basic health and survival services, and assistance with service navigation, to adults who are sleeping outside, in vehicles, encampments and other places not meant for human habitation.
Navigation	300 people engaged through resource navigation	Navigation is a subset of outreach and engagement. System Navigation (referrals) is based on the needs of the individuals. Service referrals may include but are not limited to emergency shelter, behavioral health/medical/recovery services, housing services, domestic/sexual violence resources, benefits acquisition, and employment services.
Employment Services	500 people engaged in employment programs	Employment services support participants in engaging in low-barrier employment opportunities to increase workforce readiness skills and support community needs.

**Category 1: Framing and context narrative** (required)

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

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

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

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

**Category 2: Framing and context narrative** (required)

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

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g., important context or details for the objective)
<p><b>\$35 Million Investment in Cross-Departmental Programs to Reduce Homelessness</b></p> <p>Multnomah County is investing \$35 million in Supportive Housing Services (SHS) funding to address the complex health and behavioral factors that contribute to homelessness. This investment will fund 13 cross-departmental programs offering critical services such as:</p> <ul style="list-style-type: none"> <li>● Mental health support</li> <li>● Shelter expansion</li> <li>● Eviction prevention</li> <li>● Emergency response</li> </ul> <p>By collaborating across County departments and utilizing the "One County" approach, we aim to effectively tackle homelessness and provide comprehensive support to those in need.</p>	<p>As identified in Multnomah County’s Local Implementation Plan, within the section <i>Needs for Homeless System Infrastructure &amp; Capacity</i>, the plan identified the need for:</p> <p>“... County department services are not yet fully coordinated with one another, and often service referrals result in programs that are at capacity or have long wait times..” p.17-18<sup>1</sup></p> <p>The FY2025 SHS investments across County departments further the goals in the local implementation plan to improve coordination and reduce homelessness in Multnomah County.</p>	<ol style="list-style-type: none"> <li>1) Cross-department SHS programs will spend 75% of the total allocation of \$35M by the end of FY 2025.</li> <li>2) 75% of the new SHS programs will reach full implementation by the end of FY 2025.</li> </ol>	<p>New Cross-Department Investments in FY2025:</p> <ul style="list-style-type: none"> <li>● Expanded behavioral health shelter in reach</li> <li>● Short-term housing support for people diagnosed with infectious diseases who are experiencing homelessness</li> <li>● Behavioral Health Outreach in Old Town</li> <li>● NEW stabilization program for people on parole or probation</li> <li>● NEW peer support specialist program in the Library system</li> <li>● NEW year-over-year investment in the emergency management services department</li> </ul>
<p><b>Increase PSH Services Investment to 15K-17.5K Per Household</b></p> <p>Provide critical stabilization support to permanent supportive housing programming by increasing the services funding per household to ensure adequate support for vulnerable individuals and families. We will invest \$18.5 million in raising the standard per-household services funding rate to \$15,000 per year for permanent supportive housing projects while establishing a premium funding level of \$17,500 per household for culturally specific projects, family projects, and PSH buildings with at least 25% of apartments dedicated to PSH.</p>	<p>Multnomah County has pledged to expand supportive housing programming by adding 2,235 new units. Achieving this target necessitates the development of innovative programs while simultaneously sustaining our existing portfolio of Permanent Supportive Housing programs. This increase in investment in PSH programming plays a pivotal role in safeguarding the current capacity of PSH programs, ensuring that they remain stable and adequately resourced to meet the needs of our community members experiencing homelessness. By fortifying our current system, we lay a solid foundation to build and expand, advancing our efforts to address homelessness effectively and providing vital support to those in need.</p>	<p>JOHS will engage with and offer an increase in PSH services funding to 20 organizations in FY 25.</p>	<p>Our PSH and CoC staff met with implementation stakeholders at Oregon Housing and Community Services, Portland Housing Bureau, Home Forward, Clackamas, and Washington counties to discuss their funding levels, strategies, and challenges with the PSH services funding cap. Based on these meetings, years of feedback from PSH providers and the 2023 recommendations from Health Management and Associates to increase the funding cap, the Joint Office is prioritizing service investments with permanent supportive housing. This investment will mark the first significant funding increase for the wrap-around services for PSH since the start of PSH programming in Multnomah County.</p>

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



<p><b>250 New Shelter units</b></p> <p>We will allocate \$9.3 million from our FY 2025 budget to expand shelter capacity and services in the adult, family, youth, and domestic violence systems. This initiative aims to add 250 additional shelter units.</p>	<p>The shelter expansion goal aims to reduce service barriers for underserved populations by creating more inclusive and accessible shelter options. It ultimately seeks to build a more supportive and equitable response to homelessness in Multnomah County.</p>	<p>The Joint Office expects to receive proposals for the new shelter programs in the coming months. The plan includes culturally specific shelters in the youth system and some culturally specific units for LGBTQIA2S+ adults in the adult system.</p>	<p>New shelter units by system type:</p> <ul style="list-style-type: none"> <li>● 25 units for immigrant youth</li> <li>● 45 units for domestic violence survivors</li> <li>● 90 units for families</li> <li>● 90 units for adults</li> </ul>
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**Category 3: Framing and context narrative** (required)

Multnomah County is allocating \$35 million in SHS funds across various departments to address homelessness. This collaborative effort aims to target the root causes of homelessness, such as mental health issues, eviction risks, and climate emergencies. Thirteen programs will be funded, focusing on mental health support, shelter expansion, eviction prevention, and emergency response. This initiative aligns with the County's goal of improving coordination among departments to reduce homelessness, as outlined in the Local Implementation Plan. Critical investments include expanding behavioral health services, establishing stabilization programs for individuals on parole or probation, and implementing peer support specialist programs. Additionally, there will be significant funding for eviction prevention and emergency management services. By leveraging SHS funding across multiple departments, the County aims to address various factors contributing to homelessness and housing insecurity effectively.

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

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

**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

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

**Category 4: Framing and context narrative** (required)

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

**CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g., important context or details for the objective)
<p>Complete the first year of the Pathways to Housing Project, including (1) operationalizing the Lived Experience Committee/workgroup that will be an integral part of the project; (2) collecting qualitative data from people experiencing or who have recently experienced homelessness; (3) analyzing data and validating findings; (4) disseminating the year one report.</p>	<p>This research will improve the quality and effectiveness of shelter as a pathway to permanent housing, thereby shortening shelter stays, making more unit space available, and ensuring that more people move from shelter to housing. (LIP goal: Reduce street and shelter homelessness, as well as doubled-up homelessness, by increasing the number of eligible households who exit homelessness for permanent housing by at least 2,500 households per year once the Measure is fully implemented)</p>	<p>This two year project has a predetermined timeline and identified benchmarks for completion. JOHS will maintain ongoing communication with HRAC about the project's status and benchmark goals. The project's progress will be measured by alignment with this predetermined timeline and goals for Year 1 in FY 2025.</p>	<p>This is a multi-year study in collaboration with the Homelessness Research and Action Collaborative at PSU. HRAC will partner with and employ people with lived expertise in this innovative project. The research focus, data collection methods, and other logistics may change based on this group's guidance. Additional data collection and reporting will occur in year two.</p>

**Category 5: Framing and context narrative** (required)

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



# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Annual work plans are due **April 1** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

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

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

Entering objectives that stem from your LIP goals is also required (there should be at least one objective per goal *category* in your LIP), though you are entering objectives for work you will be implementing in the next program year, and likely will not be entering every single LIP goal. A good way to think about it is tying it back to your planned budget/investments. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you're taking to meet LIP goals. Maybe you're not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.

**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

COUNTY NAME: Clackamas County

PROGRAM YEAR: FY 2024-25

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. Add additional rows to the tables as needed.

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you’d like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, at section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
Number of supportive housing units/opportunities you plan to bring into operation this year (in vouchers/units)	275	In FY 2024-25 Clackamas County will achieve its ten-year SHS goal of 1,065 PSH units/vouchers – five years ahead of the SHS Measure’s deadline for this goal.
<b>Number of housing placements (households):</b>		
Permanent Supportive Housing (PSH)	275	Permanent Supportive Housing placements will primarily serve households which meet the Population A definition. Placements will be done through a combination of tenant and project-based vouchers.
Rapid Re-Housing/Short-term Rent Assistance	160	Rapid Rehousing placements will primarily serve households which meet the Population B definition.
<b>Number of homelessness preventions (households):</b>	1,000	Eviction prevention services will primarily serve households which meet the Population B definition. Households referred through the county’s Coordinated Housing Access system and those who reside in properties owned by the Housing Authority of Clackamas County will receive assistance.
<b>Housing retention rate(s) (%)</b>		
Permanent Supportive Housing (PSH)	85%	
Rapid Re-Housing/Short-term Rent Assistance	85%	

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

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
Supported Emergency/Transitional Shelter (Units)	230	Clackamas County will be opening Clackamas Village, a new transitional shelter program which utilizes individual sleeping pods and is modeled after the County’s successful Veteran’s Village program.

Outreach Engagements (Households)	750	Clackamas County's coordinated outreach program will engage 750 households experiencing homelessness. Engagements include ongoing frequent contact with households and a connection to long-term housing services or resources.
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**Category 1: Framing and context narrative** (required)

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

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

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

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



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

**Category 2: Framing and context narrative** (required)

Clackamas County committed to addressing racial disparities present in our housing services system through a variety of strategies and goals outlined in the County's Local Implementation Plan. The county is implementing those strategies through the above objectives.

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

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

	continuous quality improvement throughout the life of the program.	support problem-solving, continuous improvement, and contract performance measurement.	measure and compare contract performance, including fiscal management, outcomes, file monitoring, program benchmarks, and data quality. Implementation of a uniform tool over time will also inform budget adjustment decisions and processes.
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**Category 3: Framing and context narrative** (required)

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

**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p>Significantly invest in new programs and capital projects that will enhance coordinated service delivery for community partners.</p>	<p>This objective advances the Local Implementation Plan’s priority program investment areas of expanding emergency shelter capacity, expanding wrap around support services, and increasing all types of outreach and housing placement services.</p>	<p>Progress will be measured by the amount of SHS funding allocated for and spent on the following projects:</p> <ul style="list-style-type: none"> <li>• Oregon City Service Enriched Resource Center</li> <li>• Clackamas Village</li> <li>• Medical Respite Infrastructure</li> <li>• Crisis Stabilization Center</li> <li>• City-led Initiatives</li> </ul>	<p>Clackamas County is working on establishing roughly 20 beds for a new medical respite program in FY 24-25. The program will facilitate new, close partnerships across health care providers and community organizations for enhanced service connectivity. The physical space of medical respite provision will be a safe and sanitary place for recovery while providing coordinated service delivery for wraparound support for SHS participants.</p> <p>The county will allocate dedicated funding this fiscal year for the procurement or construction of new system infrastructure, including resource center services to serve up to hundreds daily, a crisis stabilization center, and new safety off the streets programming for up to 24 new units.</p>
<p>Implement strategic improvements to case management processes to enhance provider capacity and ensure resources are allocated more efficiently.</p>	<p>This objective advances the County’s commitment to building community-based organization capacity. This objective also advances the systemwide investment priority in system and program evaluation.</p>	<p>Progress will be measured through total provider capacity for case management and housing retention rates for participants.</p>	<p>Clackamas County is now working on several initiatives, planned for implementation in FY 24-25, that focus on enhancing provider capacity to serve participants through Supportive Housing Case Management. As the Case Management program has expanded to 11 service providers, there is a need to identify best practices and implement lessons learned across the program. Case management improvement areas include the following.</p> <ul style="list-style-type: none"> <li>• Offering a blended model for navigation and retention</li> <li>• Implementing a case management graduation protocol</li> <li>• Increasing the County’s quality control monitoring of participant files, HMIS data entry, and staffing through contract check-ins</li> <li>• Launching a contract with ASSIST to train case managers on helping clients to obtain</li> </ul>

			<p>representation for the SSDI/SSI application process</p> <ul style="list-style-type: none"> <li>Expanding access to self-paced and self-guided trainings for case management professional development</li> </ul>
<p>Collaborate with housing services providers to identify best practices and develop strategies and training opportunities for data quality improvement in HMIS.</p>	<p>This objective advances the County’s commitment to (1) building community-based organization capacity and (2) enhancing community inclusion in evaluation.</p> <p>This objective also advances systemwide investment priorities in (1) system/program evaluation and (2) collecting/sharing data.</p>	<p>Progress will be measured through the improvement of data quality in HMIS and the development of evidence-based strategies that enhance the support and resources available to providers.</p>	<p>Feedback from listening sessions with service providers will be analyzed to identify common themes and sub-themes to inform areas of improvement and quality focus. The feedback will inform the content of regularly held Data Quality provider meetings. These meetings will help us co-create a community of practice for providers to network, gain knowledge, and gain capacity through shared best practices, a focus on community-driven outcomes, ongoing learning opportunities, and celebrating high performers. These meetings will serve as a baseline for the initiation of a quality improvement project. The effectiveness of this approach in improving data quality will be analyzed and evaluated to determine its impact and inform future iterations of the project.</p> <p>The focus of this objective is twofold: redefining the data quality practices of seasoned providers and ensuring that new providers feel equipped with knowledge and resources from the outset. Through targeted inquiries and collaborative interactions with providers, we aim to pinpoint specific challenges and opportunities for improvement.</p>

**Category 4: Framing and context narrative** (required)

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

**CATEGORY 5: OTHER ANNUAL GOALS BASED ON LIP**

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

**Category 5: Framing and context narrative** (required)

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



# Supportive Housing Services (SHS) Annual Work Plan

Supportive Housing Services Program

FY 2024-25

Washington County (August 30, 2024)

## SECTION 1: INSTRUCTIONS FOR ANNUAL WORK TEMPLATE

*Please read through these instructions before completing the Goals & Objectives section of this annual work plan template.*

Annual work plans are due **April 1** of each fiscal year. Work plans include goals and objectives for the following fiscal year. For example, a work plan submitted in April 2022 includes goals and objectives for FY22/23.

Completed work plans should be submitted to Metro program staff via email and should be sent to [HousingServices@OregonMetro.gov](mailto:HousingServices@OregonMetro.gov).

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

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

Entering objectives that stem from your LIP goals is also required (there should be at least one objective per goal *category* in your LIP), though you are entering objectives for work you will be implementing in the next program year, and likely will not be entering every single LIP goal. A good way to think about it is tying it back to your planned budget/investments. What are you funding/investing in next year? Those are the objectives to enter. You can also think about it in terms of what steps you're taking to meet LIP goals. Maybe you're not fully satisfying a particular LIP goal next year, but you ARE taking steps toward that goal. Those are also objectives.



**SECTION 2: ANNUAL OBJECTIVES BY CATEGORY**

**COUNTY NAME:** Washington County

**PROGRAM YEAR:** FY 2024-25

List annual objectives below for the next program year, by category. Objectives should stem from your LIP Goals, though there are a few required goals coming from Metro’s SHS Work Plan. Add additional rows to the tables as needed.

**CATEGORY 1: HOUSING/PROGRAM QUANTITATIVE GOALS**

This section is slightly different than the categories that follow. For this section, please add your **quantitative goal(s)** for the next year in relation to your housing and services programs. The first chart includes required goals and then you can add any additional quantitative goals you’d like to add in the second chart. If your goal is N/A or zero, just explain why in the notes.

**REQUIRED:** These are SHS metrics that are set out in the Metro SHS Work Plan, at section 5.2. Please share what your annual goals are in relation to these annual metrics.

Regional Metric	Annual Goal	Additional information (e.g. important context or details for the goal)
<p><b>Number of supportive housing units/opportunities you plan to bring into operation this year</b> (in vouchers/units)</p>	<p><i>No new permanent supportive housing capacity is being added; Washington County’s capacity now matches our LIP goal.</i></p>	<p>Washington County has reached our LIP supportive housing goal of 1,665 slots for supportive housing placements with our <b>Regional Long Term Rental Assistance (RLRA) and Housing Case Management Services (HCMS)</b> programs combined for tenant-based supportive housing. HCMS provides comprehensive case management services paired with permanent rent assistance through RLRA. Our goal is to place as many households in supportive housing units as the number of vouchers released on an annual basis. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older.</p> <p>As PSH buildings open across the county, our tenant-based supportive housing will convert to project-based supportive housing within PSH developments.</p>
<p><b>Number of housing placements (people and households):</b></p>	<p>950 households</p>	<p>Across multiple programs, the County will release 145 new housing slots, fill any remaining housing slot capacity, and support new placements in slots that have been freed up through attrition and graduation. Through these multiple and coordinated efforts, we expect to place <b>1,000 households into housing</b> over the course of the Program Year Four. These households will be served across multiple programs to meet each household where they are at. The program details are defined below.</p>
<p>Permanent Supportive Housing (PSH)</p>	<p>450 households</p>	<p>In Program Year Four, we anticipate that <b>500 households will be newly based into our PSH programs using RLRA and either HCMS, or onsite PSH program services.</b> These placements will leverage both private market units using <b>tenant-based vouchers and HCMS and purpose-built PSH buildings</b> with project-based vouchers. This program is designed to support Population A households and seniors with fixed incomes aged 55 and older.</p>
<p>Rapid Re-Housing (RRH)/Short-term Rent Assistance</p>	<p>300 households rehoused (45 new slots/vouchers)</p>	<p><b>Enhanced Rapid Rehousing (ERRH)</b> increases access to housing options for households that require medium-term rent assistance support and case management services until the household can achieve financial independence. Participants are enrolled up to 24 months with financial assistance and support services decreasing over time as households build stability. While both Population A and B are eligible for ERRH, the focus population is Population B.</p>

Rapid Re-Housing (RRH)/Short-term Rent Assistance	200 Move-In Ready households	<b>Move-In Ready</b> assistance is a one-time resource to support households move into new housing without ongoing case management services. This new program helps “divert” households away from long waitlists for housing programs, if they are able to sustain housing placement with one-time financial assistance.
Housing Only (if applicable)	100 housing graduations	As households stabilize, they may no longer require Housing Case Management Services (HCMS) but still need ongoing RLRA support to remain stably housed. We seek to graduate 100 households from HCMS with ongoing RLRA-only rent assistance. This program is not counted in the total housing placements since the placement already occurred.
Housing with Services Only (if applicable)	<i>See PSH</i>	<i>See PSH</i>
<b>Number of homelessness preventions (people and households):</b>	1,400 households	To prevent inflow into homelessness, the County will invest in successful eviction prevention programs to provide financial assistance to households to prevent homelessness. Eviction prevention resources primarily serve Population B households.
<b>Housing retention rate(s) (%)</b>		
This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.	85%	This goal is based on our understanding of HUD PSH programs. We will assess this goal and adjust over time with supported data.
This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.	85%	This goal is based on our understanding of HUD RRH programs. We will assess this goal and adjust over time with supported data.
The County’s other permanent housing programs are too new to track this metric; the County will re-evaluate a retention rate for other permanent housing in Program Year Five.	N/A	The County’s other permanent housing programs are too new to track this metric; the County will re-evaluate a retention rate for other permanent housing in Program Year Five.

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

Topic/Category	Annual Goal	Additional information (e.g. Definition, important context or details for the goal)
Workforce development and employment readiness	30 new careers	Through a partnership with Worksystems, the County will support 30 new careers for those who are or were engaged with housing programs.
Maintaining a homeless services system of care – shelter	Maintain operations for 400 shelter units	We aimed to create a shelter system that provides 250 beds of year-round, full-service emergency and non-congregate shelters that serve all parts of Washington County. These shelter sites are located throughout the county and connect participants with housing services to support transitions to more permanent housing options. We have exceeded our LIP shelter goal, due in part to additional state investments through Governor Kotek’s executive orders and American Rescue Plan Act investments in physical infrastructure. Washington County has a network of providers supporting over 430 shelter units. This upcoming year, we will sustain shelter units while temporary shelter operations wind down and permanent shelters come online. However, as costs increase for permanent housing investments, additional temporary shelter sites may need to wind down.

<p>Maintaining a homeless services system of care – street outreach</p>	<p>Operations of our outreach system are sustained for 10 organizations (20 Outreach workers) to serve 280 individuals at any point in time.</p>	<p>Outreach workers, housing navigators, resident service coordinators, and front desk staff are the backbone of our system. These workers build relationships, bust barriers with outside-the-box ideas, and show true empathy for others. They are the staff that make our system of care possible and successful. These investments were commitments from our LIP and are now fully built up. Washington County’s street outreach program is running at the capacity that can be sustained with SHS revenue. We will sustain this support for community members experiencing unsheltered homelessness.</p>
<p>Maintaining a homeless services system of care – navigation</p>	<p>22 Funded Liaison positions</p>	<p>The County will continue to embed housing liaisons in housing, healthcare, Veteran and other systems to increase access to housing programs.</p>

**Category 1: Framing and context narrative** (required)

In under three years, Washington County has built out a homeless services system of care. Program Year Three continued modest expansion and focused on improving our system of care, focusing on the needs of our providers. Program Year Four will continue with even more modest expansions and needed system improvements, with increased focus on the ways individuals and families move through our homeless services system of care. As is evident by these goals, Washington County’s access programs have been scaled to meet the needs identified in our LIP, though additional investments will be needed to scale up our homeless services system of care to meet the current needs presented in our community. The goals we set as a system become our guideposts throughout the year to measure our impact and focus on committed priorities. We aim to set both aspirational and achievable goals to maximize the impact in our community.

This year marks the first year of scarcity of SHS resources, regardless of whether or not SHS funds are diverted. Due to faster than anticipated system growth and revenue payments lower than forecasted, Washington County will make programmatic reductions this year. Additional engagement is underway to inform how the county scales our system to best meet our community’s needs as available resources fluctuate from year to year, including a September conversation with the Homeless Solutions Advisory Council. **The county anticipates a workplan amendment later this year that will adjust goals based on available resources.**

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

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
<p>Increase cultural responsiveness of providers by expanding diversity, equity, and inclusion training curriculum with community-based partners</p>	<p>As part of our LIP, education is a key element of our strategies to advance racial equity. We committed to trainings to build out culturally responsive services across the system of providers.</p>	<p>The County will measure participation in trainings and track the percentages of providers that engage and the types of positions that attend training (senior leadership, program management, case worker, etc.).</p>	<p>Washington County has developed and is implementing culturally responsive training. This curriculum includes trainings on anti-racist practices in program design and implementation, and trainings to clearly define and teach culturally responsive service provision for all partnering organization staff.</p> <p>Training is a goal of the Tri-County Planning Body. When discussing the need for training, equity-based training was identified as support needed by county colleagues; this effort may become regionalized.</p>
<p>Increase access for non-English speakers seeking services</p>	<p>Providing culturally responsive services is central to our LIP, and addressing language access needs is a needed next step to advance this work.</p>	<p>We will support training and peer learning through one-on-one meetings with providers and convene at least one peer learning space.</p> <p><i>Data is not available to support quantitative progress measurements related to program outcomes.</i></p>	<p>We will support this goal in a few key ways, as identified by the Homeless Solutions Advisory Council:</p> <ul style="list-style-type: none"> <li>• Support providers in translating key program materials for participants;</li> <li>• Training and support for providers to access interpretation services; and</li> </ul> <p>Support peer learning, allowing providers to share best and promising practices and technology solutions.</p>
<p>Develop a regional equity lens tool</p>	<p>Washington County committed to leading with racial equity in SHS implementation. We have identified the need for regional coordination to ensure a consistent and regular system of reviewing SHS programs for effectiveness and quality of care.</p>	<p>The three counties will create a document to support this work. In Washington County, we will also create processes that integrate that tool into program evaluation and decision making.</p>	<p>As part of our regional coordination work, the tri-counties have identified a need for common language and strategies to advance racial equity. We will collaboratively develop a tool that can be adapted to local needs while providing baseline standards for all three counties.</p>
<p>Support culturally specific providers with capacity building</p>	<p>As part of our LIP, we committed to coordinating investments in capacity building for culturally specific organizations and will continue to expand these investments.</p>	<p>In the coming year, the County is continuing to support and has a goal to ensure 100% of contracted culturally specific partners are accessing available technical assistance and capacity building resources.</p>	<p>Washington County provided hundreds of hours of technical assistance to our partner organizations through regularly convened office hours, one-on-one support, and consultants hired to provide specific technical assistance. Currently, as of Quarter 2 of Program Year Three, 71% of our culturally specific</p>

			providers have accessed capacity building resources. We would like to increase that to 100% of providers.
Address disparities for Asian Americans seeking services	The County is taking additional time in developing this strategy in alignment with our LIP commitment to research justice, “Communities of color are experts in their own lives, possessing experiential, historical, and cultural knowledge...and should be partners in research design, data collection, data ownership, and data analysis as experts in their experiences” <sup>1</sup> .	Regular review of equity analysis data to monitor for an increase in Asian households served across homeless services programs.	The County is working in partnership with community-based organizations to identify strategies to address the disparities persistent in program data and will add more to the work plan prior to Program Year Four.

**Category 2: Framing and context narrative** (required)

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

Consistent analysis demonstrates that Latina/o/e and Black/African/African American people are disproportionately likely to experience homelessness. This data is consistent with other homeless systems, and an important demonstration of continued social, economic, and housing injustices in American society. The Washington County homeless service system is reaching Latina/o/e and Black/African/African American communities and providing access to housing options consistent with the disproportionate need. To redress historic disparities, we must continue to abundantly serve these communities, in partnership with our culturally specific service providers. The data also demonstrates that Asian American and Pacific Islander populations are less likely to seek services from our homeless service system than would be expected based on the rate of poverty of these populations in Washington County. This data is also consistent with national trends in serving the Asian American Pacific Islander communities and is important to continue to evaluate if these populations could be better reached by our housing and homeless programs. Advancing equity through program implementation, community partnerships, and housing placement outcomes is a fundamental commitment of the Washington County homeless services division.

<sup>1</sup> Coalition of Communities of Color. 2018. “Leading with Race: Research Justice in Washington County”. Portland, Oregon: Coalition of Communities of Color. <https://www.coalitioncommunitiescolor.org/research-andpublications/leadingwithrace>

**CATEGORY 3: CAPACITY BUILDING – LEAD AGENCY/SYSTEMS INFRASTRUCTURE**

Objective	Which LIP goal(s) does this objective advance?	How is progress measured?	Additional information (e.g. important context or details for the objective)
Fund transitional supportive housing and/or recovery housing	The County’s LIP details our commitment to improve behavioral health services in housing and homelessness programs, and recovery programs were specifically defined as a part of Washington County’s SHS system of care coordinated and strategic investments. This includes connecting people to the mental health care, addiction treatment, or recovery services suited to their needs, and responsive to their desire for service. These investments will create alternative methods of service delivery focused on serving people experiencing housing instability and homelessness, and bringing services into the community, shelters, and housing programs to support health, wellbeing, and housing stability over time.	Staff developed a Notice of Funding Offering (NOFO) for the capital development of transitional supportive housing and recovery housing, expected to be awarded in Program Year Four. The County will fund transitional supportive housing beds through that NOFO and/or through purchasing another property (such as a hotel). Exact unit and bed targets are under development.	Partners and community leaders are increasingly reporting the need for more housing placements that offer higher levels of care to better serve people with complex and severe needs as they transition to stability. Some examples of these challenges include: <ul style="list-style-type: none"> <li>• People are staying longer in our shelter programs because participants can ‘get stuck’ waiting for available housing programs.</li> <li>• The state hospital and other recovery or institutional settings report that patients are staying longer, highlighting the need for transitional housing options.</li> </ul> Newly housed tenants can quickly become homeless again due to repeated lease violations, clearly impacting the health of the tenant and partnerships with landlords when tenants are not ready for independent housing.
Increase regional coordination related to coordinated entry, training, technical assistance, and workforce support	In our LIP, Washington County committed to full partnership with Clackamas and Multnomah Counties to build a strategic regional response and coordinated service system to better serve people experiencing homelessness throughout the region.	These goals are to be defined in collaboration with the Tri-Counties, Metro, and the Tri-County Planning Body (TCPB), including metrics and methods to measure progress on the remaining TCPB goals.	The first TCPB goal to advance landlord retention and recruitment is in the early stages of implementation and is necessitating a forthcoming update to the Program Year Three Workplan.
Enhance a comprehensive one governance approach	Our LIP references a Standard of Care among all service providers that is culturally responsive, based in housing first principles, guided by people with lived experience and informed in the best practices of trauma-informed and people-centered care; this is the charge of our governance work. The new technical subcommittee will support the development of procurement processes with racial equity at the core, provide review and guidance on how coordinated entry and HMIS can be approved, and support a community designed system of care. Additional recruitment will ensure appropriate representation on our governance body to ensure	This will be measured in two ways: <ol style="list-style-type: none"> <li>1. The successful launch of three technical subcommittees (Equitable Procurement Technical, Homeless Management Information System [HMIS], and Coordinated Entry).</li> </ol> Additional recruitment of unrepresented voices on the Homeless Solutions Advisory Council, considering demographic representation as well as industry representation.	The Homeless Solutions Advisory Council launched January 2024 with an inaugural cohort of 10 members. As of March 2024, one technical subcommittee has launched (Performance Evaluation). As of March 2024, the County is finalizing a stipend practice for a soon-to-be stood up Lived Experience Advisory Committee. We’ve taken time to ensure compensation and a trauma informed approach, and plan to have this body stood up before the end of Program Year Three.

	diverse perspectives that will inform the continued development and improvement of our system of care.		
Elevate the needs of community in budget planning and program development	We committed to continuing to engage community stakeholders, focusing on communities of color, to inform investment priorities, program design, systems coordination, and evaluation of all SHS programs.	<p>We will host at least one summer listening session with the community to embed their voices in budget planning and plans for the Program Year Five work plan.</p> <p>In addition, building on the community survey conducted fall of this year, the County will include ways for community to provide feedback outside of a one-time meeting – including expanding public comment opportunity at the Housing Supportive Services Network meeting.</p>	<p>This work will be in partnership with providers and with the Homeless Solutions Advisory Council and the Housing Authority of Washington County’s Housing Advisory Council. Staff are exploring Spanish language and English language sessions to appropriately reach our region’s Latino/a/e community and will offer sessions that are outside of working hours to increase community participation.</p> <p>Washington County recently hired three shared staff among the Department of Housing Services and the Office of Equity, Inclusion and Community Engagement to support advisory body and community engagement work.</p>
Expand permanent shelter system capacity	The County funded permanent shelter sites across the region, in alignment with our commitment to geographic distribution of services. The shelter sites will co-locate other services to increase access across the county.	Open one permanent, year-round shelter.	Thanks to capital investments from SHS, the construction of multiple permanent, purpose-built shelters is underway. Washington County will have at least one up and running by the end of Program Year Four.
Increase healthcare system alignment	As part of our goal to leverage other systems of care, we aimed to build partnerships and programs with the healthcare system to leverage investments and better serve people experiencing homelessness with significant healthcare needs.	We will develop partnerships with Coordinated Care Organizations to support the implementation of the Medicaid 1115 Waiver and leverage the capacity of the homeless services system to implement new waiver housing benefit services.	Washington County is meeting with and learning from housing systems and providers across the state about leveraging Medicaid dollars and health systems to increase access and serve more people. We’re also seeking capacity building investments through Coordinated Care Organizations and technical assistance from experts with Medicaid Waiver implementation expertise to support infrastructure needed to launch this emerging body of work.

**Category 3: Framing and context narrative** (required)

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

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

**CATEGORY 4: CAPACITY BUILDING – PROVIDER CAPACITY**

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



**Category 4: Framing and context narrative** (required)

Washington County's network of 20+ providers have urgently scaled up operations thanks to SHS investments and in response to the needs for those they serve. Our general approach in this category is to sustain investments, make refinements, and deploy targeted technical assistance to support organizational development and accountability. Understanding the current unmet need and state of our system is an important step in determining and implementing our goals within the workplan. We also know that to keep up with the inflow of newly homeless households in the system, it will become necessary for some households to achieve a level of stability such that they can graduate from supportive services and make room in our system for new households in need.

# SUPPORTIVE HOUSING SERVICES ANNUAL WORK PLAN



FISCAL YEAR 2024-2025

## QUANTITATIVE GOALS\*

Housing placements include permanent supportive housing (using long-term rent assistance and case management services), rapid rehousing (short-term rent assistance with case management services), and one-time assistance for move-in ready households. In addition to new housing placements, we also provide eviction prevention resources and a shallow subsidy to help households successfully transition to self-sufficiency.



**950 housing placements**



**1,400 evictions prevented**



**85% housing retention**

for PSH & rapid rehousing program participants

\*Goals may shift if program reductions are necessary given lower than forecasted SHS revenue

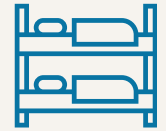
## SYSTEM CAPACITY GOALS\*

Our system of care is designed to meet the needs of people experiencing homelessness where they are at, preventing a bottleneck to services and dispersing resources where they are most needed. As we fund this system of care, we also recognize the importance of ensuring long-term capacity and offering ways for people with lived experience to do this work through workforce development and employment readiness.



**30 new careers**

through workforce development & employment readiness



**400 shelter units**

at sites across the County



**20 outreach workers**

sustained across 10 organizations to serve 280 individuals at any time



**22 housing liaison**

positions maintained

## RACIAL EQUITY GOALS

Government played a role in creating lasting, harmful racial disparities and systemic racism is pervasive across all social structures. Data consistently demonstrates Latina/o/e and Black/African/ African American people are disproportionately likely to experience homelessness.

SHS resources are reaching Latina/o/e and Black/African/African American communities and providing access to housing options consistent with the disproportionate need. The data also demonstrates that Asian American and Pacific Islander populations are less likely to seek services from our system than would be expected based on the rate of poverty of these populations in Washington County. It is important to continue strategies to reach communities of color.

**Increase cultural responsiveness of providers** by expanding diversity, equity, and inclusion training curriculum and measure participation in trainings and track percentages

**Increase access for non-English speakers seeking services** through training and by convening at least one peer learning space

**Support culturally specific providers with capacity building** with a goal to ensure 100% of contracted partners access technical assistance and capacity building resources

**Address disparities for Asian Americans seeking services** with regular review of equity analysis data to monitor for an increase in households served across homeless services program



# SUPPORTIVE HOUSING SERVICES ANNUAL WORK PLAN



## FISCAL YEAR 2024-2025

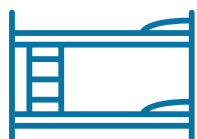
### CAPACITY BUILDING: SYSTEMS INFRASTRUCTURE GOALS

The County's capacity has increased with scaled up staffing and a restructured Homeless Services Division to address organizational needs resulting from growth. However, we have identified additional needs for transitional housing (with access to substance abuse and behavioral health resources onsite) and increased alignment through the new Medicaid 1115 waiver. Understanding the current unmet need and state of our system is crucial. To keep up with the inflow of newly homeless households in the system, some households will need to achieve stability and graduate from SHS programs. With this in mind, our goals for the upcoming year include:



Fund **transitional supportive housing** with a goal to award capital funding this fiscal year

Elevate community needs in budget planning and program development through a **community listening session**, a **community survey**, and expanding public comment period during our Housing and Supportive Services Network meeting



Expand permanent shelter system capacity by **opening one permanent, year-round shelter**

Increase **healthcare system alignment** in partnership with Coordinated Care Organizations to support the implementation of the Medicaid 1115 Waiver



### CAPACITY BUILDING: PROVIDER CAPACITY

Washington County's network of 20+ providers urgently scaled up operations over the last three years of SHS. Looking forward, our goal is to sustain investments, make refinements, and deploy targeted technical assistance to support organizational development and accountability.



- Help providers **tell and amplify their stories** to increase public understanding of SHS impact
- Expand Locally Coordinated Command Centers' ability to **utilize by-name lists** to more effectively and urgently connect unsheltered community members to services
- Support provider outcomes and **increase collective accountability** in achieving program outcomes through:



- Financial monitoring with technical assistance to improve operational infrastructure for community-based organizations
- Conduct impact analysis of technical assistance and capacity building investments to identify successes and existing gaps



**Get in touch with us at:** [Homeless\\_Services@washingtoncountyor.gov](mailto:Homeless_Services@washingtoncountyor.gov)  
**Learn more:** [washingtoncountyor.gov/Housing](http://washingtoncountyor.gov/Housing)

# Housing Communications | August-September 2024



## Earned media

The [Daily Journal of Commerce](#) highlighted [Metro's role in funding new homeownership projects](#).

**Dr. Darrell Millner, an affordable housing community in North Portland, opens**

Featured in [Portland Business Journal](#) and [The Skanner](#)

**Las Flores, an affordable housing community in Oregon City, opens**

Featured in [KGW](#) and [KOIN](#)

**Vuela, a transit-oriented development project with AHB funding in Wilsonville, starts construction**

Featured in [KGW](#), [Wilsonville Spokesman](#)

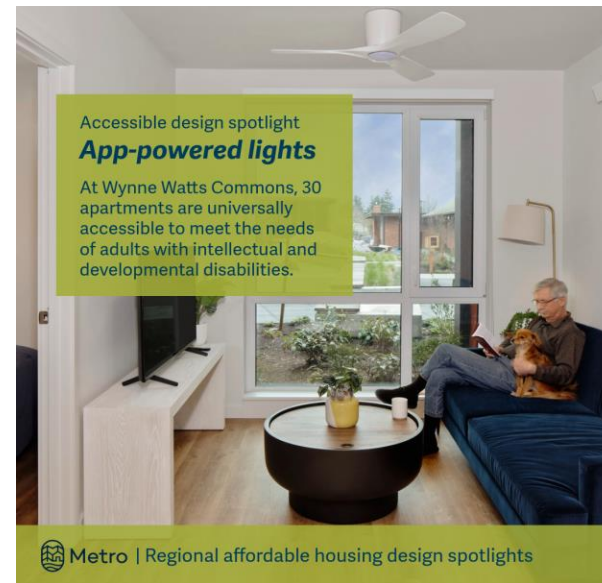
**Feature of SHS-funded program, Cultivate Initiatives, on KPTV:**

[Portland nonprofit is helping unhoused people find steady jobs](#)

## Social media

### Community-centered design series

A series highlighting community-centered design features in bond-funded properties and the engagement process that brings designs to life.



**Ongoing:** series covering housing and supportive services providers

## Email newsletter

### September's email newsletter

featured themes from the most recent SHS quarterly reports, highlights from groundbreaking and openings, and our latest social media campaigns.

[Subscribe to Metro's Housing newsletter, published monthly.](#)

## Movie theater project

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

A set of slides with simple, visually arresting graphics are being displayed in five local independent theatres.

# Housing Communications | August-September 2024

## Metro News

- [Las Flores celebrates opening in Oregon City](#)
- [Plaza Los Amigos brings 113 affordable homes to Cornelius](#)



## Photo voices project

### Focus: community voices, affordable housing bond

In alignment with Metro's commitment to amplifying community voices in our storytelling and public education, we launched our community engagement photography workshop program this summer.

Nine residents in the bond-funded Terrace Glen Apartments in Tigard participated in a six-session workshop led by PSU photography professor Emily Fitzgerald.

This diverse group of participants explored the meaning of "home," particularly through the lens of immigration. Their final projects will be on display at Blue Sky Gallery in December.

# METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

## Monthly progress report | September 2024

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

### TRI-COUNTY PLANNING BODY REGIONAL GOALS\*

Goal	Progress
Unit/landlord recruitment and retention	Metro and county staff have started executing the Regional Implementation Plan to advance the Regional Landlord Recruitment goal. The Tri-County Planning Body (TCPB) voted to approve the Plan at their March meeting. The Supportive Housing Services Oversight Committee gave final approval for the Plan during their April meeting. A workgroup of staff from Metro and the Counties has been meeting monthly since May to coordinate this work. In July, we discussed equity concerns, and tools we could use to center equity as we implement this plan.
Coordinated Entry	The Coordinated Entry Regional Alignment Workgroup (CERAW) continues to meet regularly. A new strategy, move-in readiness, has been introduced to help speed the move-in process for program participants. Counties and Metro are discussing the merits of adding this strategy to the CE regional plan. The CERAW has shaped the workplans, timelines, budgets and metrics for each strategy (assessment alignment, data sharing, prioritization alignment, case conferencing, and move-in readiness). On Sept 9 <sup>th</sup> , the CERAW will complete a final review of the CE regional plan, including running a racial equity lens tool, which will be supported by Metro Equity Manager Alexandra Appleton. Rounds of review and edits by County and Metro Housing leadership will begin on 9/13. CoC and CE boards for each county are being informed of their future role in decision-making as the regional CE plan is implemented. The CE regional plan will be presented to the TCPB at the October meeting.
Healthcare system alignment	The regional planning workgroup with Health Share, Counties, and Metro, with support from Homebase will begin drafting the implementation plan using a shortlist of potential strategies. These are regional opportunities to support, supplement, and advance existing health

and housing system alignment initiatives as documented in the landscape analysis. The draft implementation plan will be subject to refinement and vetting over the coming months with regional leadership, providers, and other partners and is tentatively scheduled to come to TCPB in January 2025. The data sharing workgroup continues to meet, learning from existing data sharing agreements (DSAs) across the region to discuss regional data sharing infrastructure, including data sharing agreements, protocols, practices, and infrastructure implementation plan.

#### Training + Technical Assistance

The Regional Capacity Team is in the early stages of developing a baseline of trainings, skill sets and learning outcomes for incoming service workers to access the training the need to do this important work from the first day on the job. The team is currently conducting a landscape analysis to understand what is possible, for example, whether it makes the most sense to scale existing in person or on demand trainings, implement a new or existing certification program at a college or workforce board, some combination of the above, or another opportunity. This research includes meeting with all the region’s local colleges, community colleges, universities and workforce boards. The team will compile those findings in a research memo with initial recommendations. Importantly, recognizing provider feedback and buy-in is essential to the success of any new program, Metro plans to work with housing coalition partners and their members to refine any recommendations before implementing them.

The Regional Capacity Team is also continuing to explore technical assistance opportunities that will add value system-wide and looks forward to sharing more information soon.

#### Employee Recruitment and Retention

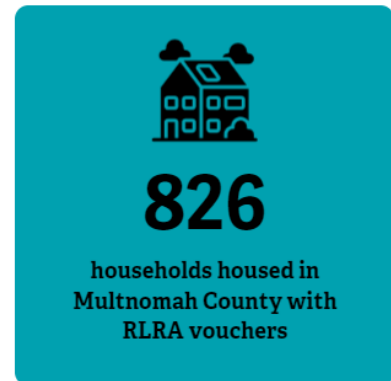
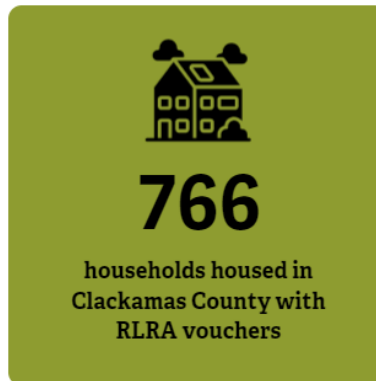
We are establishing a tri-county workgroup to review and vet potential regional strategies using Homebase’s framework which included three areas: Commitment to and Coordination of a Regional Strategy; Planning for and Allocating More Funding to Compensation;

Addressing the Cashflow Concerns for Providers. Specific concepts within these areas will be explored and refined in the coming months to develop the Implementation Plan, tentatively scheduled to come to TCPB in May 2025. Outreach and engagement will continue, including with providers and with local and state workforce and contract-related initiatives.

*\*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.



## Tri-County Planning Body Meeting Summary

Meeting: Supportive Housing Services Tri-County Planning Body Meeting  
Date: Wednesday, August 14, 2024  
Time: 4:00 PM – 5:30 PM  
Place: Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar  
Purpose: Regional housing funding recommendation presentation and discussion; and presentation and discussion on the committee’s work to date and future work.

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### Member attendees

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

### Absent members

Nicole Larson (she/her), Cristina Palacios (she/her), Mindy Stadtlander (she/her)

### Elected delegates

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

### Absent delegates

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

### County staff representatives

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

### Metro

Valeria McWilliams (she/her), Ruth Adkins (she/her), Liam Frost (he/him), Patricia Rojas (she/her), Craig Beebe (he/him), Andy Shaw (he/him), Michael Garcia (he/him), Lo Miranda (they/them), Abby Ahern (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

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

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

The TCPB approved the July Meeting Summary.

### Public Comment

Molly Hogan, Welcome Home Coalition, provided public comment.

### Conflict of Interest

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

Sahaan McKelvey shared that he works at Self Enhancement Inc (SEI) which receives SHS funds. He noted that providers are not the only groups that benefit from SHS funds, and that the whole region benefits from SHS funds.

Zoi Coppiano asked if individuals would need to declare at every meeting.

*Ben Duncan, Kearns & West, responded that it should be declared at every meeting for transparency, but the obligation is to only declare during meetings that have decision making items. He suggested for members to connect with the Metro Attorney for details.*

*Valeria McWilliams, Metro, added that she will ask the Metro Attorney for guidance and reshare with the TCPB.*

Zoi shared that she works for Community Action which receives SHS funds.

### Regional Housing Funding Recommendation

Andy Shaw, Metro, reviewed the Metro Chief Operating Officer (COO) recommendation issued in July and discussed next steps. He reviewed the major findings regarding the engagement process, which indicated a majority support for continued investments in housing and services, expanding allowable uses to include affordable housing creation, and extending or elimination the tax sunset with improved oversight and tax changes. He reviewed the recommendation timeline and Metro Council work sessions.

Washington County Chair Kathryn Harrington noted that the Metro correspondence that linked to the Metro Council work sessions were initially incorrect. She asked for meeting packets in addition to links to recordings to be provided. She highlighted that a May 22, 2024 Finance Memo was in the meeting packet which is important for the TCPB to review. She encouraged the TCPB to review the Finance Memo and the Washington County Board of Commissioners August 5 meeting packet for information on how the county would respond to the revenue cut.

*Metro replied in the chat with links to the [July 25 Work Session](#) and the [August 1 Work Session](#).*

Andy reviewed the COO recommendations which support efforts to reduce housing production costs, strengthen oversight, index the personal income tax threshold, and refer a measure to voters in May 2025. He reviewed the feedback Metro received from the SHS Oversight Committee, including lack of authority and timing concerns.

## Tri-County Planning Body Meeting Summary

Ben asked the TCPB to share feedback with Metro. TCPB members shared the following thoughts:

- **Metrics:** Support for metrics conversations. Suggestion for performance metrics to be at a system level such as length of time from when an individual calls 211 and is placed in housing, rather than counting how many individuals have been served. Support for updated goals to match performance metrics.
- **Funding:** Concern about reducing the tax rate as that reduces the option to do more. Support for having conversations on repurposing the surplus amounts but reducing the tax rate would reduce the surplus. Support for the index threshold as long as it does not limit the dollars.
  - Note that there is no surplus, but carryover funds which are being spent.
  - Note that the proposed level of funding would reduce progress.
- **Affordable Housing:** Recognition of the need for affordable housing development and support for using additional funds for development of optimal living experiences. Support for extra funds not to be repurposed solely for sticks and bricks but adding flexibility for individual counties to choose investments.
- **Oversight:** Support for improving oversight and accountability. Reflection that community providers and those with lived experience with homelessness should be included on the oversight body. Reflection that the only way to eliminate conflict of interest would be to have a body void of experience and knowledge in the region, and that the counties also benefit from SHS funds. Reflection that the RIF should not have gone to the counties in first place. Reflections regarding the SHS Oversight Committee process including ex-officio membership and SHS reporting requirements.
- **Regional alignment:** Reflection that there is more alignment with the COO recommendations than misalignment. Concern about having Metro put 5% back into the pot due to the need to work together as a regional system. Reflection that the jurisdictions, TCPB, and SHS Oversight Committee have just begun to hit their strides. Concern about the loss of the TCPB's regional lens and statement that TCPB functions are important to keep.
- **Implementation:** Reflection that there are issues with SHS funds that need to be remedied and counties need to build out their systems before more money is invested and housing development is added. Concern about missing partnering dollars with behavioral health services. Note that recovery is not a quick solution, it takes at least 6 months to do successfully. Support for more cross-county programs, recovery support programs, and programs that support individuals through the continuum of care.
  - Washington County shared they have posted a [NOFO](#) that partners recovery, transitional housing, and behavioral health care.
- **Ballot measure:** Concern about the ballot measure and lack of clarity on what problem Council is trying to solve. Reflection that the need for services is greater now than when the measure was first passed. Reflection that the parties that originally drafted the language has stayed the same, so conversations on repurposing or reducing the measure or the original intended amount do not make sense.

Andy thanked TCPB members for sharing their feedback and noted that all the feedback requires changes to extend the life of the program and make it better.

### TCPB FY25 Presentation

Due to time constraints, the TCPB omitted the presentation as the slides were in the meeting packet and were split into three small groups to discuss the following questions:

## Tri-County Planning Body Meeting Summary

- What does the committee want to accomplish for the next year?
- How could the committee wrap up in timelines and produce something to hand off to staff and the iteration of a potential new committee?
- What recommendations does the committee want the COO and Council to keep in mind as they figure out details?

Ben facilitated the large group report out.

Valeria shared that additional feedback can be shared via the post-meeting survey.

The small groups shared the following themes:

- Support for TCPB continuing its work through December 2025. Support for moving regional work and implementation plans forward. Ask a new oversight body to continue the work, not start at the beginning.
- Support to understand the RIF in greater detail and discuss in September.
- Concern about the large amount of information shared between the two committees and ask for Metro to organize materials in a more efficient way. Suggestion to restructure reporting and information sharing.
- Suggestion for TCPB to talk about and reflect on work and hear about what has been completed and what has permanently changed.
- Suggestion for sub-committees to allow for in-depth engagement. Suggestion to merge the SHS Oversight Committee and Affordable Housing.
- Suggestion to clarify the approval process of implementation plans between the TCPB and SHS Oversight Committee. Ensure those at the table have direct experience of homelessness and research. Ask for TCPB work to include a timeline of completion.
- Concern that too much TCPB time is spent on reports and presentations. Concern on timing between consultant research and implementation plan review.

### Closing and Next Steps

Mercedes provided closing remarks.

Washington County Chair Harrington noted that the TCPB meeting series is no longer on calendars.

Valeria responded that there will be a meeting in September and the Committee will review the work plan in October. She shared that the work plan and calendar invites will be sent out as soon as possible. She noted that the breakout room notes will be shared in the summary.

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

- TCPB to meet Wednesday, September 11 from 4:00 to 6:00 pm.
- Metro to share conflict of interest guidance from the Metro Attorney.
- Metro to share a post-meeting survey. *Valeria McWilliams, Metro, added that she will ask the Metro Attorney for guidance and reshare with the TCPB.*

### Adjourn

Adjourned at 5:45 p.m.

The following materials were received  
during the meeting



# Metro Regional Supportive Housing Services

*FY25 Budget and Work Plan update*

SHS Oversight Committee | September 2024

FY 2024-2025

# Budget Overview

\$ Amount (% of total)





FY 2024-2025

# Budget Overview\*

\$ Amount (% of total)



Program Budget	Permanent Supportive Housing (PSH)		\$64.7M (21.2%)
	Rapid Re-housing (RRH)		\$35.1M (11.5%)
	Eviction & Homelessness Prevention		\$7.5M (2.5%)
	Other Housing and Services Programs		\$14.5M (4.8%)
	Safety On/Off the Street		\$89.4M (29.3%)
	System Support Costs		\$35.5M (11.7%)
	Regional Strategy Implementation		\$16.5M (5.4%)
	County Administrative Costs		\$8.3M (2.7%)
Contingency & Reserves	Contingency & Reserves		\$33.3M (10.9%)

\*additional detail available in appendix

# Budget & Annual Work Plan Connection



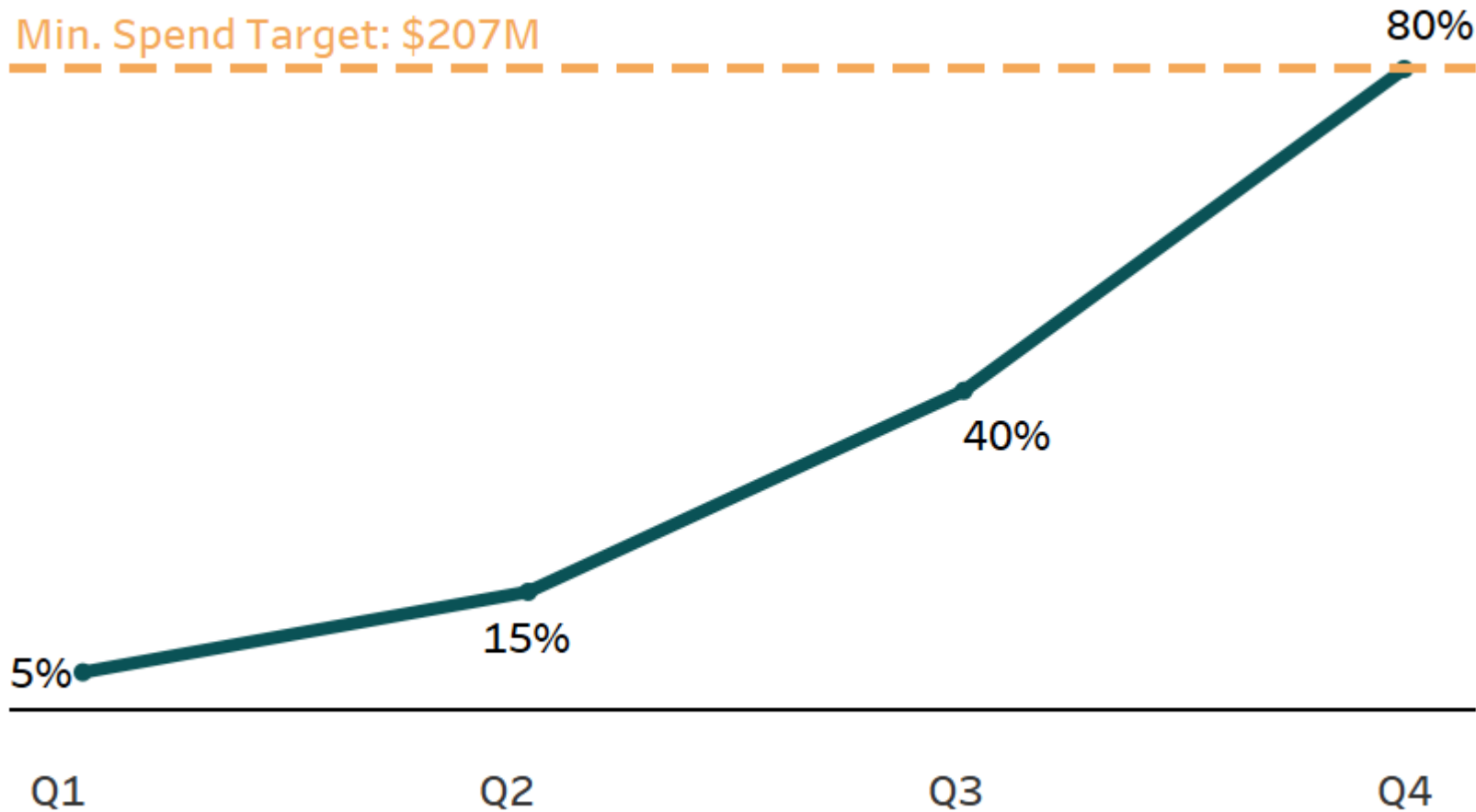
- Quantitative and qualitative goals created collaboratively with JOHS Program, Fiscal, and SHS Teams.
- New and expanded programming across variety of service types in FY 25
- Intentional investments for culturally specific and responsive services to decrease housing and homeless services disparities.

FY 2024-2025

# Spend Down Plan



Min. Spend Target: \$207M



**100%** of funding is committed in FY 2025

FY 2024-2025

# Budget Carryover

\$ Amount (% of total)



Program Budget	Permanent Supportive Housing (PSH)	\$1.33M (0.9%)
	Rapid Re-housing (RRH)	\$27.17M (18.3%)
	Eviction & Homelessness Prevention	\$5.76M (3.9%)
	Other Housing and Services Programs	\$4.17M (2.8%)
	Safety On/Off the Street	\$39.76M (26.8%)
	System Support Costs	\$25.02M (16.9%)
	Regional Strategy Implementation	\$13.82M (9.3%)
	County Administrative Costs	\$2.47M (1.7%)
Contingency & Reserves	Contingency & Reserves	\$28.80M (19.4%)

FY 2024-2025

# Budget vs Actual Carryover



\$126M	FY 2023 Carryover		\$128M	FY2024 Ending Balance	
+	\$145M	SHS Program Revenue*	-	\$15M	FY 2025 Commitment**
<hr/>			<hr/>		
\$271M	Total FY 2024 Resources		\$113M	Remaining Balance***	
-	\$143M	FY 2024 Expenses			
<hr/>			<hr/>		
\$128M	FY2024 Ending Balance				

**\$113M carryover available in FY 2025\*\*\***

\*Interest and Misc revenue included  
\*\*\$15M committed for Safety On/Off the Streets  
\*\*\*Currently budgeted and allocated for specific programs in FY 2025

FY 2024-2025

# Budget vs Actual Carryover



	Adopted FY 2025 Budget	Updated FY 2025 Budget	Difference
<b>Prior Year Carryover</b>	\$148M*	\$113M	\$35M
<b>SHS Program Revenue**</b>	\$156M	\$156M	-
<b>Total Resources</b>	<b>\$304M</b>	<b>\$269M</b>	<b>\$35M</b>

There is **\$35M** less carryover funds available in FY2025

\*Projected carryover in January 2024  
\*\*Initial forecast in November 2023 by Metro

**Thank you!**

**Questions and discussion**



# Appendix





FY 2024-2025

# Budget Overview

\$ Amount (% of total)

Program Budget	Permanent Supportive Housing (PSH)	Long-term Rent Assistance (RLRA)	\$18.6M (6.1%)
		Long-term Rent Assistance Admin	\$0.5M (0.2%) ← RLRA Admin
		Support Services	\$45.6M (14.9%)
	Rapid Re-housing (RRH)	Rapid Re-housing (RRH)	\$35.1M (11.5%)
	Eviction & Homelessness Prevention	Eviction & Homelessness Prevention	\$7.5M (2.5%)
	Other Housing and Services Programs	Housing Only	\$5.1M (1.7%)
		Housing with Services	\$9.4M (3.1%)
	Safety On/Off the Street	Outreach	\$14.6M (4.8%)
		Shelter	\$74.8M (24.5%)
	System Support Costs	Built Infrastructure	\$13.1M (4.3%)
		Other supportive services	\$15.1M (5.0%)
		Systems Infrastructure	\$7.4M (2.4%)
	Regional Strategy Implementation	Employee Recruitment and Retention	\$10.3M (3.4%)
		Healthcare System Alignment	\$0.4M (0.1%)
		Homeless Management Information System	\$2.0M (0.7%)
		Regional Landlord Recruitment	\$3.7M (1.2%)
	County Administrative Costs	County Administrative Costs	\$8.3M (2.7%) ← County Admin
Contingency & Reserves	Contingency & Reserves	Contingency	\$7.8M (2.6%)
		Regional Strategy Implementation Contingency	\$9.3M (3.1%)
		Reserve for RLRA commitments	\$0.5M (0.2%)
		Stabilization Reserve	\$15.7M (5.1%)

FY 2024-2025

# Budgeted Carryover



Program Budget	Permanent Supportive Housing (PSH)	Support Services	\$1.3M (0.9%)
	Rapid Re-housing (RRH)	Rapid Re-housing (RRH)	\$27.2M (18.3%)
	Eviction & Homelessness Prevention	Eviction & Homelessness Prevention	\$5.8M (3.9%)
	Other Housing and Services Programs	Housing with Services	\$4.2M (2.8%)
Safety On/Off the Street		Outreach	\$9.6M (6.5%)
		Shelter	\$30.2M (20.4%)
System Support Costs		Built Infrastructure	\$13.1M (8.8%)
		Other supportive services	\$7.0M (4.7%)
		Systems Infrastructure	\$5.0M (3.4%)
Regional Strategy Implementation		RSIF: Employee Recruitment and Retention	\$10.3M (7.0%)
		RSIF: HMIS	\$2.0M (1.3%)
		RSIF: Regional Landlord Recruitment	\$1.5M (1.0%)
County Administrative Costs	County Administrative Costs	\$2.5M (1.7%)	
Contingency & Reserves	Contingency & Reserves	Contingency	\$7.8M (5.3%)
		RLRA Reserves	\$0.5M (0.3%)
		RSIF Contingency	\$4.9M (3.3%)
		Stabilization Reserve	\$15.7M (10.6%)

FY 2024 - 2025

# Provider Admin Cost



- De Minimis Rate
- Established Cost Allocation Plan
- Federally Approved Indirect Rate

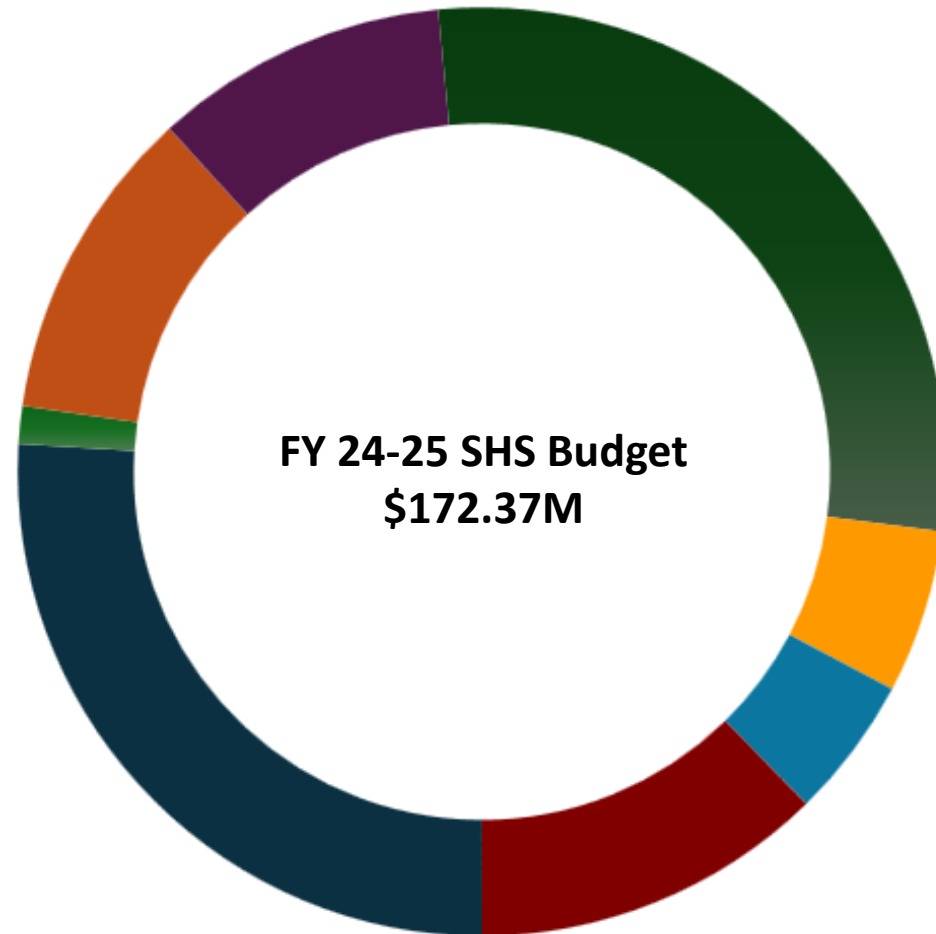


# Metro Regional Supportive Housing Services

*FY25 Budget and Work Plan update*

SHS Oversight Committee | September 2024

# FY 2024-2025 Budget Overview



Safety On and Off the Street: \$17.68M

Eviction & Homelessness Prevention: \$18.90M

Rapid Re-Housing: \$2.26M

Permanent Supportive Housing: \$44.74M

System Support and Built Infrastructure: \$49.23M

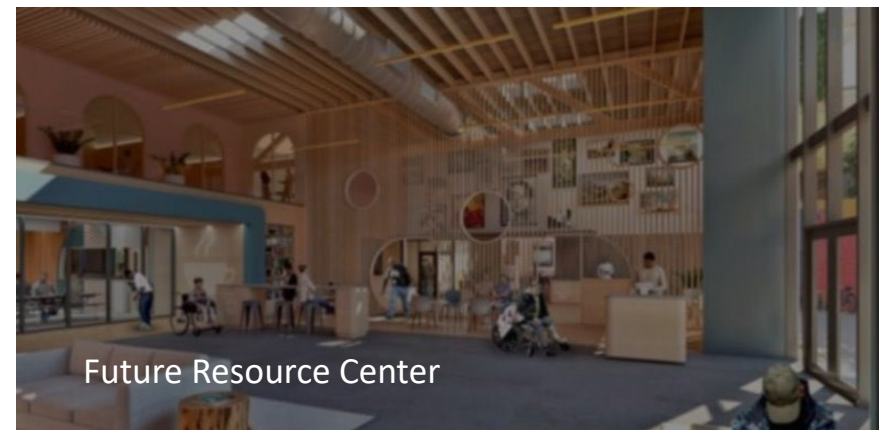
Regional Strategy Implementation: \$9.80M

County Non-RLRA Administration: \$8.50M

Contingencies and Reserves: \$21.23M

# FY 2024-2025 Budget & Annual Work Plan Connection

- New infrastructure
- RLRA exceeds 1,000 households
- Native American family programming
- City-led initiatives
- Resource navigation program

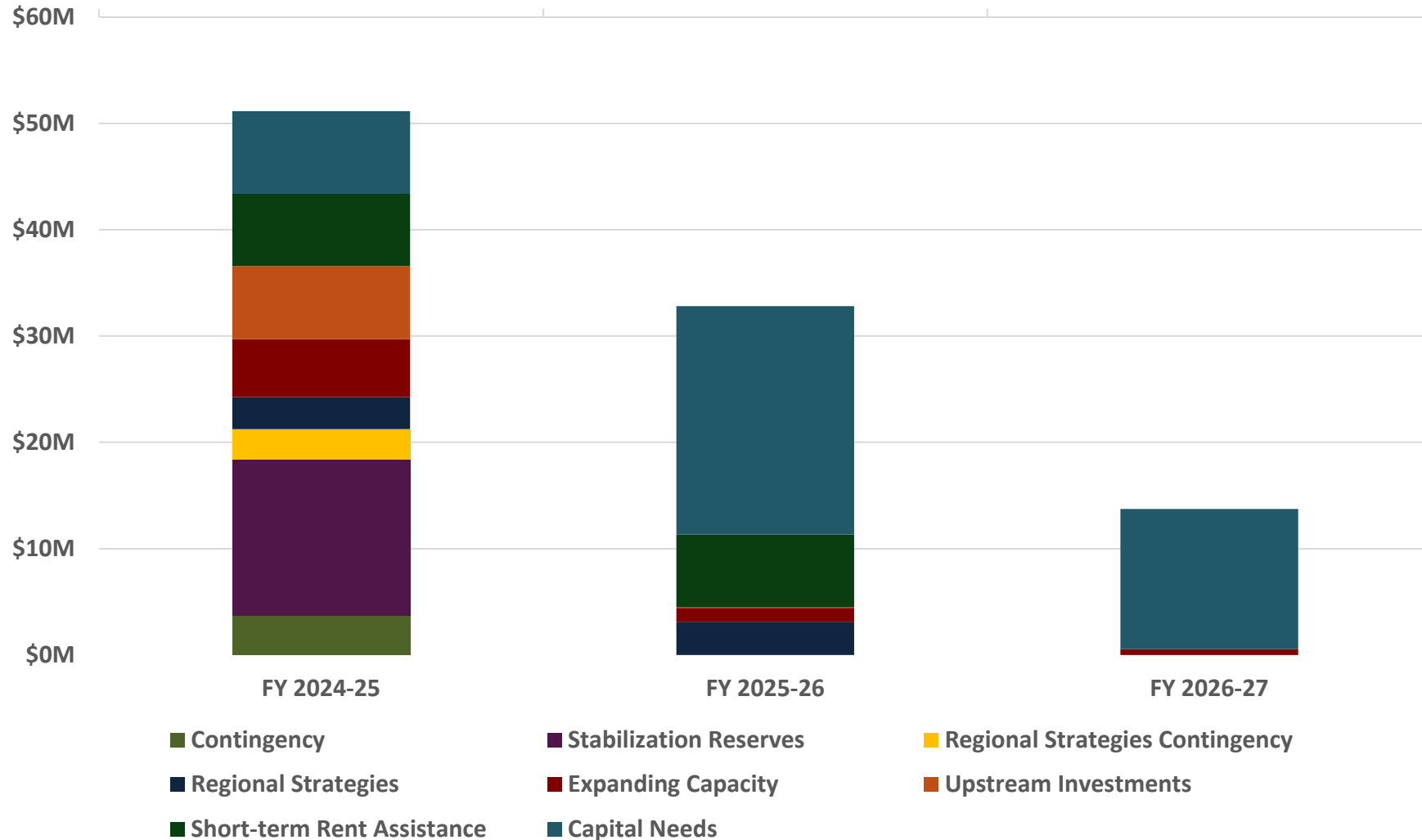


# FY 2024-2025 Spend Down Plan

- Estimated 77% spend down
- Budget is 100% committed
- Contains out-year investments
- Ensures program stability



# FY 2024-2025 Anticipated Rollover Carryover





# FY 2024-2025 Anticipated Rollover Carryover

## Contingency and Reserves \$21.2M

Contingency and RIF Contingency  
Stabilization Reserve

## Regional Strategies \$6.1M

Regional Data Quality Investments

## Expanding Capacity \$7.3M

Coordinated Entry Improvements  
Provider Capacity Building  
Internal Operational Support  
Homeless Services Advisory Body

## Upstream Investments \$6.9M

Community Paramedic  
Social Security Benefits Recovery  
Money Management Program

## Short-term Rent Assistance \$13.6M

Eviction and Homelessness Preventions  
Resource Navigation

## Capital Needs \$42.5M

Oregon City Resource Center  
Clackamas Village  
Recovery-Oriented Infrastructure

**Thank you!**

**Questions and discussion**





Department of  
Housing Services

# FY 24/25 Work Plan and Budget

SHS Oversight Committee

September 22, 2024





# FY 24/25 Work Plan Goals



**950 housing placements**



**1,400 evictions prevented**



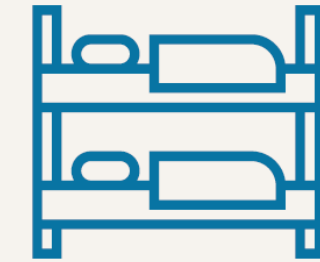
**85% housing retention**

for PSH & rapid rehousing program participants



**30 new careers**

through workforce development & employment readiness



**400 shelter units**

at sites across the County



**20 outreach workers**

sustained across 10 organizations to serve 280 individuals at any time



**22 housing liaison**

positions maintained



# Current FY 24/25 Budget: \$115 million



■ Safety Off the Streets

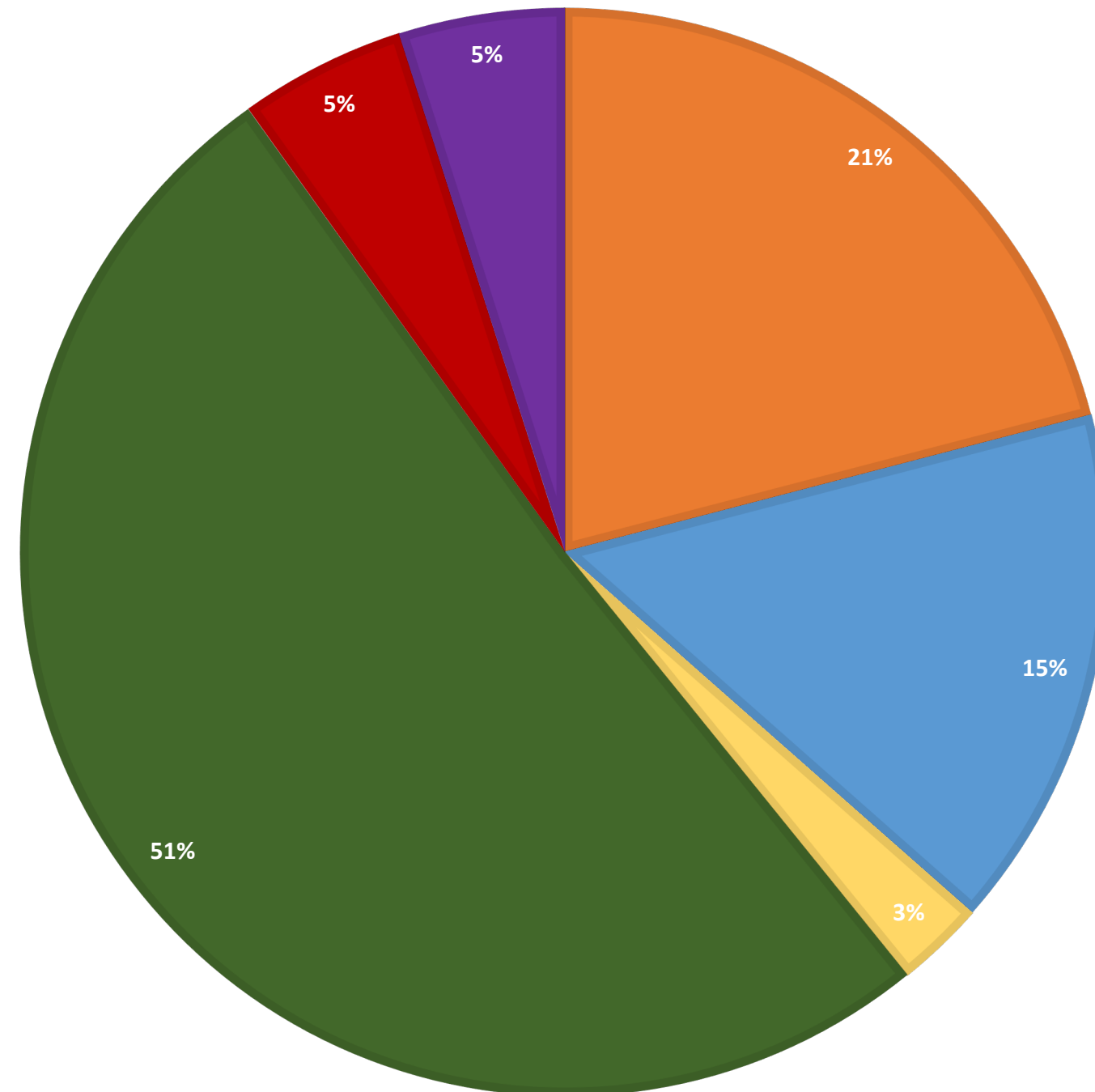
■ Rapid ReHousing

■ Other Housing and Services Programs

■ Permanent Supportive Housing

■ System Supports

■ Regional Investment Fund





# FY 24/25 Budget and Annual Work Plan



- Goals set based on forecasted resources, adjusted to realities
- SHS funds are fully committed in base budget and carry over fund
- Program Year 4 will focus on:
  - System refinements
  - Balancing capacity for throughput
  - Leveraging other funding sources



*Just Compassion year-round shelter and resource center groundbreaking*



# FY 24/25 Spend Down Plan



- Spend-down plan for base budget is 95%
- Program base budget may exceed revenue in FY 24/25.
  - Cost saving measures underway and programmatic reductions anticipated
- Carryover balance is overcommitted due to lower than forecasted revenue
  - *Adjustments will need to be made to planned investments*



# Carry forward funds (8/30/24)



## **Required and Recommended Reserves: \$32.8 million**

- \$5.8 million, Contingency
- \$17.3 million, Stabilization
- \$9.8 million, Regional Investment Fund (*restricted by TCPB policy direction*)

## **Carry Forward Spend Down Plan: \$93.6 million**

### **One-time program commitments: \$15.4 million**

- \$12.4 million Additional rent assistance through eviction prevention
- \$3.0 million Capacity building for providers

### **Capital projects planned: \$85.2 million**

- \$15.2 million Shelter capital improvements and projects (committed)
- \$20 million Access Center capital projects (committed and assigned)
- Up to \$30 million Transitional Housing capital projects (assigned)
- Up to \$20 million Hotel acquisition and improvements (assigned)

## **Carry Forward *over-commitment*: (\$7 million)**





Department of Housing Services  
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