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Agenda

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Meeting:	Supportive Housing Services Oversight Committee Meeting
Date:	December 2, 2024
Time:	9:30 a.m. to 12:00 p.m.
Place:	Virtual meeting (Zoom link)
Purpose:	Metro tax collection and disbursement update, housing funding update, discuss committee reflection and questions on county FY23 annual reports.

9:30 a.m.	Welcome and introductions
9:45 a.m.	Conflict of Interest declaration
9:50 a.m.	Public comment
10:00 a.m.	Metro tax collections and disbursement update
10:10 a.m.	Housing funding update
10:35a.m.	**Break**
10:45 a.m.	Discussion: FY23 annual report reflection and questions
11:45am	Annual report outline
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:	October 28, 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 implementation presentation and vote, annual report timeline review, FY24 recommendation parameter, FY25 budget and work plans

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Member attendees

Peter Rosenblatt (he/him), Dan Fowler (he/him), Co-Chair Dr. Mandrill Taylor (he/him), Cara Hash (she/her), Mitch Chilcott (he/him), James (Jim) Bane (he/him), Carter MacNichol (he/him), Kai Laing (he/him), Jenny Lee (she/her), Jeremiah Rigsby (he/him), Margarita Solis Ruiz (she/her),

Absent members

Felicita Monteblanco (she/her), Co-chair Mike Savara (he/him)

Elected delegates

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

Absent elected delegates

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

Metro

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

Kearns & West Facilitator

Josh Mahar (he/him)

Welcome and Introductions

Co-chair Dr. Madrill Taylor provided opening remarks and reflected on how coordinated entry is about providing clear paths and a well-coordinated system to those trying to navigate the housing system.

Josh Mahar, Kearns & West, introduced himself as the meeting facilitator and facilitated introductions between Committee members.

Yesenia Delgado, Metro, shared that Co-chair Mike Savara and Jeremiah Rigsby have renewed their terms and that Margarita Solis Ruiz is back from leave.

Craig Beebe, Metro, shared an update on the regional housing and Supportive Housing Services (SHS) Funding Discussion and responded to questions and comments related to the memo that was shared with the committee.

The Committee had the following questions and comments:

- **Question, Carter MacNichol**: Is there any response to my emailed questions? I am concerned about timeframes and the transition creates uncertainty. It would be helpful to provide guidance.
    - **Metro response, Craig**: That is part of what Metro Council has asked staff to present for the next steps. Staff will clearly outline details in the coming weeks.
    - **Metro response, Patricia Rojas**: Metro Council's resolution started the next step in the process where staff will provide policy positions and recommendations.
- **Question, Peter Rosenblatt**: Oversight and advisory are two different roles, and Metro needs to decide what role the future committee has. In terms of current oversight, I have not seen Local Implementation Plan (LIP) oversight for Clackamas County. The LIP stated that the steering committee would be expanded to include oversight of United States Department of Housing and Urban Development (HUD) and SHS funding, which has not happened. Multnomah County was held accountable with a Corrective Action Plan (CAP).
    - **Metro response, Craig**: The structure would include oversight and planning, the details are still being worked out. We would want to apply lessons learned from current structures to improve the future committee.
    - **Metro response, Patricia**: The oversight role of this committee is to make any recommendations for LIPs. The Committee can discuss this further in the annual report process.
- **Comment, Jim Bane**: I support Carter's comments. Resolution No. 24-5436 Articles 2a and 2b relate to the expanded use of SHS funds and connect to 2f which relates to conserving funding. This will cause consternation for the counties; I encourage clarifying for the counties what funding they have.
- **Question, Dan Fowler**: When looking at policies and restructuring, look at what the distributions are now and how much will go to SHS when the measure is implemented. We need to know what the proposals could be or what staff recommend to provide feedback. Is the Committee being asked our opinion? This will have impacts on current nonprofit providers. We need to know the proposals so we can be clear with ourselves and providers about what will happen and what distributions will look like. How much will each county receive, will there be flexibility, and what is allocated for housing or nonprofit providers? I worry about creating an additional layer of housing personnel.
    - **Metro response, Patricia**: These are the questions staff will be answering in the coming weeks and will provide recommendations and policy positions to the Council to make decisions. Staff can come back and give updates. There will be no changes to Metro personnel.

Craig thanked the Committee for their comments and reiterated Metro's commitment to serving Populations A and B and that any materials that would go to Metro Council would be shared first with the Committee for feedback.

Josh reviewed the meeting agenda and purpose and noted that the Committee's next meeting will be virtual only.

The Committee had a quorum and approved the September Meeting Summary.

Conflict of Interest Declaration

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

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

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

Kai Laing declared he works at Self Enhancement Inc., which receives SHS dollars.

Jenny Lee declared she works at the Coalition of Communities of Color, which has partnerships with Metro and other organizations that may receive SHS funds.

Margarita Solis Ruiz declared that she is a Regional Long-term Rent Assistance (RLRA) case manager in Washington County and receives SHS funding.

Public Comment

No public comment was received.

Update: Metro Tax Collection and Disbursement

Jane Marie, Metro shared that September is a higher tax collection month because of due date extensions.

Committee members had the following questions and comments:

- **Question, Peter:** Are things trending as expected or are there any concerns?
    - **Metro response, Jane**: Yes, September collections are the same as 2023, we expect to see some variation, but we are on track.
    - **Response, Peter**: There seems to be a pattern, and it looks like things seem to be settling.

Presentation: Tri-County Planning Body Implementation Plan (Coordinated Entry)

Yesenia reviewed the Committee's responsibility in approving the Tri-County Planning Body's (TCPB) Regional Plan.

Abby Ahern, Metro, introduced herself and thanked those who helped develop the Coordinated Entry Regional Plan. She read a statement from TCPB Co-Chair Steve Rudman, which reflected on the TCPB's process to develop and approve the plan.

Abby, and staff from Washington, Clackamas, and Multnomah Counties took turns presenting the plan. They presented an overview of coordinated entry and summarized the Racial Equity Lens Tool (RELT) that was used to review the plan. They presented the plan's strategies and identified the key deliverables, milestones, budget, metrics, and timeline. The overall budget for implementing the strategies in the plan is $1,195,000. Implementation would begin in October 2024 with refinement of objectives and strategies and partner engagement lasting through 2025. Piloting plan strategies would begin in January 2026. The four strategies are:

1) Regionalize visibility of participant data
2) Align assessment questions
3) Regionalize approaches to prioritization for racial equity
4) Regionalize an approach to case conferencing.

Committee members had the following questions and comments:

- **Question, Dan**: What is the ultimate goal? Is it to get live calls in all the counties? In working together, do you find that there are a lot of crossover of individuals going to different counties for support?

    - **Washington County response, Kisa Quanbeck**: A live call system is not a stated goal, but a default of one of the goals. Aligning coordinated entry system questions will improve call efficiency and participants will not have to answer the same questions if they are receiving assessments in multiple counties.
    - **Clackamas County response, Lauren Decker**: Improved accessibility is the goal, which can be a variety of things including answering live calls or setting up recurring times in the library. For crossover, the assumption is yes. Part of the goal is to be transparent, work together, and collaborate.
    - **Metro response, Abby**: The whole purpose of having a regional measure is knowing there is regional movement.
    - **Response, Peter**: As a provider, I can think of multiple families that are connecting to multiple counties.
- **Question, Jim**: What kind of data will be collected to evaluate this plan and when might this Committee expect to review that data?
    - **Metro response, Abby**: TCPB Implementation Plan reporting will be wrapped into the SHS reporting this Committee receives, either quarterly or annually beginning in March 2025.
- **Question, Peter**: I am surprised to see 2027 as the due dates, while we want quality work to be done, 2027 is far out. Why are we not creating a singular coordinated entry system for the region? Having worked in coordinated entry in three states, it is pretty similar. If one county has a great program, why can it not be expanded regionally?
    - **Clackamas County response, Melissa Baker**: Coordinated entry systems are meant to be tailored to the community they serve. Each county is unique in population and need, and having one system for all counties would impact the quality of service. Some states have multiple systems within one county.
    - **Clackamas County response, Lauren**: We looked at making a regional system but changes to each local system to align a regional system need to happen slowly.
    - **Metro response, Liam Frost**: TCPB members and others have raised this suggestion. Regionalization is an iterative process, and we want to ensure changes will not have unanticipated impacts.
- **Question, Kai**: How will we know if this is being implemented in the way it is intended to be? How will we track progress to know if we are moving closer or farther away from the goal?
    - **Washington County response, Kisa**: This is built into the longer strategy proposal. We will do an analysis at the beginning to get a picture of where we are at, then another analysis after the pilot phase, and then continual reevaluation of systems to meet the goals of the program.
    - **Metro response, Abby**: Metrics are attached to each strategy to be accountable for improvements.

Josh facilitated the vote to approve the TCPB implementation plan. The Committee approved the plan.

- Yay: Margarita, Jim, Jenny, Kai, Co-chair Taylor, Dan, Jenny, Carter, Mitch Chilcott, Cara Hash
- Nay: Peter

Presentation: Annual Regional Report Timeline & FY24 Recommendation Parameters

Yesenia reminded the Committee that the counties will present their annual reports at the next meeting. She reviewed the Committee's roles and responsibilities related to the annual report and

the report timeline, which starts in October 2024 and ends in March 2025. She reviewed the timeline of the Committee meetings and topics.

Co-chair Taylor presented an overview of the Committee's recommendation parameters. He highlighted that the Committee should focus on limiting the number of recommendations and deepening the recommendations.

Committee members had the following questions and comments:

- **Question, Peter**: Has Metro begun scheduling to get on county board agendas? Does the TCPB do an annual report? Is there a way to change the timeline of the report in the future?
    - **Metro response, Yesenia**: We have started coordinating with staff. If the dates are scheduled in March, that puts a hard deadline on the report. Only this Committee does the annual report, the TCPB's work will be rolled up into it. Metro has thought about timelines internally, but the intergovernmental agreement (IGA) deadlines with the counties state their annual reports are due on October 31, which begins this Committee's process.
    - **Response, Peter**: If there was a ballot measure to make changes, perhaps the timeline could be updated then as well.
- **Question, Kai**: Is the November 4th meeting in person?
    - **Metro response, Yesenia:** It is virtual only now.

Discussion: FY25 Budget and Work Plans

Yesenia shared that the Co-chairs requested more time to discuss questions regarding the counties' FY 25 final work plans.

Co-chair Taylor reflected that Clackamas County reported growth in provider partnerships, yet workforce capacity was still an issue. He noted that this was something to consider and asked how as a Committee they should be monitoring issues and encourage greater transparency.

Committee members had the following questions and comments:

- **Question, Dan:** With regional housing funding discussions moving forward, what does our funding look like for 2025, and when does that change?
    - **Metro Response, Patricia**: The Metro Finance Department provides a five-year forecast. Let's hold this question until Metro staff determine implementation timelines.
- **Question, Kai**: The service provider bottleneck challenge Multnomah County presented was interesting. Are there any solutions to that? What are the obstacles to seeing funding trickle down to providers? It would be helpful to see where those bottlenecks occur.
    - **Metro Response, Yesenia**: The Committee raised similar questions about this, and we will follow up with Multnomah County. The Annual Report mechanism can include recommendations for implementations next year.

Co-chair Taylor stated that Committee members can reach out to the Co-chairs if any additional comments or questions arise.

Next Steps

Josh thanked the Committee and staff for their participation.

Next steps include:

- Metro to continue to provide updates regarding the regional housing funding update to the Committee.
- Metro to follow up with Multnomah County on the provider bottleneck challenge.
- The Committee to meet on November 4, 9:30am-12:00pm.

Adjourn

The meeting adjourned at 12:00 pm.

Supportive Housing Services Oversight Committee Meeting Summary

Meeting:	Supportive Housing Services (SHS) Oversight Committee Meeting
Date:	November 4, 2024
Time:	9:30 a.m. to 1:00 p.m.
Place:	Virtual meeting (Zoom)
Purpose:	Annual report presentations from Clackamas, Multnomah, and Washington counties.

Member attendees

Co-Chair Dr. Mandrill Taylor (he/him), Co-chair Mike Savara (he/him), Peter Rosenblatt (he/him), Carter MacNichol (he/him), Cara Hash (she/her), Kai Laing (he/him), Felicita Monteblanco (she/her), Jeremiah Rigsby (he/him), Margarita Solis Ruiz (she/her), Dan Fowler (he/him)

Absent members

Mitch Chilcott (he/him), Jenny Lee (she/her)

Elected delegates

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

Absent elected delegates

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

Metro

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

Kearns & West Facilitator

Ben Duncan (he/him)

Welcome and Introductions

Co-chairs Dr. Madrill Taylor and Mike Savara provided opening remarks and reflected on the Committee's role in providing tools and resources for the counties.

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

The Committee had the following questions and comments:

- **Question, Peter Rosenblatt**: Can you remind us of who the annual report audience is?
    - **Facilitator response, Ben**: Metro will answer this in their presentation.

Conflict of Interest Declaration

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

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

Kai Laing declared a potential conflict of interest as he works at Self Enhancement Inc., which receives SHS dollars.

Margarita Solis Ruiz declared that she is a Regional Long-term Rent Assistance (RLRA) case manager in Washington County and receives SHS funding.

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

Public Comment

Tiffany Graven provided public comment asking how to access health-related support besides Care Oregon and reflected on her lived and organizational experience with housing, noting that she applied to join the Committee.

Presentation: Metro Framing for Annual Representations

Yesenia Delgado, Metro presented an overview of the counties' annual report process. She reviewed what information and data is included and that the Co-chairs and Metro staff developed prompts to inform the presentations. She stated that the county reports inform the Committee as it drafts its annual regional report, which is a high-level review of the counties' performance, successes, and challenges, and includes Committee recommendations. The audience for the Committee's report is the Metro Council, each county's Board of Commissioners, the Tri-County Planning Body, and the general public.

Presentation and Discussion: Washington County Annual Report

Jes Larson, Washington County, shared a story about an individual who has transitioned from an encampment to a bridge shelter and now has a Regional Long-term Rent Assistance (RLRA) apartment. She shared that Washington County spent 100% of its budget and served over 10,000 people with SHS-funded services. She reviewed each program's outcomes for Populations A and B and reviewed the progress made towards the ten-year goal. Overall, Population A is being served at 58% and B at 42%.

Nicole Stingh, Washington County, presented on outcomes and shared that Attachment F of the report includes an equity analysis. She noted that the SHS program has better reach than other programs in the county and that the next steps include receiving feedback from culturally specific providers and formalizing the racial equity lens across the department. She presented a financial overview detailing SHS spending for the fiscal year. Overall, SHS funds housed 2,941 people and unsheltered homeless declined by 35.5%.

Committee members had the following questions and comments:

- **Question, Peter**: I am saddened about the eviction prevention funds decrease and hope the system can find a way to elevate that issue and find solutions. Your shelter goal was 200, and you almost doubled that, but what is the context of the overall need?
    - **Washington County response, Jes**: We hope the Medicaid waiver can help leverage SHS funds. SHS resources are not enough to end homelessness, but the hope is to end chronic homelessness with limited resources.
- **Comment, Peter**: As the Committee thinks of its report, how do we talk about what Jes just said? It would help to create a larger picture to know about the other available funds and what the overall gap is.

- **Comment, Felicita Monteblanco**: From a philanthropy perspective, I am also curious about other available funds and gaps to help connect the dots.
- **Question, Metro Councilor Christine Lewis**: How is Washington County tracking and reporting Populations A and B? I have heard some concerns about how we maintain definitions. I had heard stories that when someone was deemed Population A and then matched with rent assistance, that seemed like bad data.
    - **Washington County response, Jes**: We received guidance from Metro and are using that. The definitions are built into the coordinated entry assessment and are captured in the Homeless Management Information System (HMIS) data. To pull data, we pull each person and what services were provided. Sometimes it can be challenging to get data from participants. Some spikes can happen and Population A can use RLRA.
- **Co-chair Savara**: Eviction prevention funding does not flow through the county; it flows through Community Action. The Population A and B data for each county is displayed differently. Did Metro provide a template?
    - **Washington County response, Jes**: The annual report is different than the quarterly template. The template provided is a checklist of elements, not a form of data the counties enter. There was a separate Excel document shared between finance teams, but there were errors in the document.
- **Question, Carter**: I agree with Peter on the gap and understanding the greater need. I heard you would like to consider a change from the 25/75 percentage split for Population A and B, do you not have a Population A need? As Metro is considering diverting SHS funds to other uses, I hope that the eviction prevention gap issue is considered. It is important to balance service and capital needs.
    - **Washington County response, Jes**: We have unmet needs for Population A. It is important to highlight that as we service more Population A households, we will see a reduction in household diversity which reflects the demographics of Population A in Washington County. There is an assumption that Population A programs are more expensive to operate than Population B programs, but that is not true they are about equal in cost.
- **Comment, Jim Bane**: Congratulations. I want to emphasize that we do not want Population B to become Population A. I hope the new reporting system allows us to get accurate data on who is coming into what system and what the needs are. The racial equity data from eviction prevention highly skews the way you want it to. The public has an impression that many houseless individuals need services, but the dynamic and systemic problem is that more people are becoming houseless.
- **Question, Co-chair Taylor**: Are we tracking unexpected expenditures? I know there are reserves, but it may be good to check for patterns and when budgets are exceeded knowing why. Overall, great job Washington County.
    - **Washington County response, Jes**: We are getting to the level of details of what a shelter bed costs and what the cost is of launching a pod village. The underspending from the first two years helped cover unexpected costs like electricity setup, but now all resources are accounted for and there are going to be values-based choices.
- **Question, Dan Fowler**: When thinking about the report audience, some people will notice the unmatched nature between the quarterly and annual reports. Are they going to match in the future?
    - **Metro response, Yesenia**: Ensuring better quarterly, annual, and financial reports was part of last year's Committee's recommendations. Quantifying program services are different, and we will have exciting updates to share next month. We were able

to connect reports to financial templates and will work with county partners to coordinate reports.

- **Comment, Ben**: Jerimiah Rigsby is not here, but he always raises the point of direct outreach which was captured in the presentation.
- **Comment, Co-chair Savara**: I appreciate the racial equity data work. Regarding the disparities, it is important to determine interventions and have those communities share what works for them.

Presentation and Discussion: Multnomah County Annual Report

Breanna Flores, Multnomah County, shared a story about an individual who has navigated housing programs and Multnomah County's progress toward LIP goals. Multnomah County has reached 68% of its 10-year LIP goal, served 2,322 people with SHS funds, and people of color are being placed at higher rates than they are experiencing houselessness. She reviewed outcomes for Population A and B by each program, overall, Population A is being served at 71% and B at 29%. She shared an overview of the provider partnership and capacity-building investments over the past year including $10 million in flexible spending across 61 providers.

Kanoe Egleston, Multnomah County, presented on racial equity advancements highlighting intentional Black, Indigenous, and People of Color (BIPOC) representation on advisory bodies and prioritizing BIPOC household investments. She shared a financial overview and that the County reached its spending target and met its corrective action plan, for a total of spending over $143 million.

Dan Field, Multnomah County, encouraged the Committee to take a big-picture view of what the Committee sees in all three counties when putting together its report. He noted that SHS work will quickly become a limited resource, and commitments will exceed revenue if there are changes to the SHS measure. He asked the Committee to consider how proposed revenue reductions would impact committed investments and how the diversion of funds would impact momentum.

Committee members had the following questions and comments:

- **Comment, Felicita**: I appreciate the work Multnomah County has done. The advance payment model pilot is exciting, and I hope other jurisdictions take this on.
- **Question, Peter**: When taking a big-picture view, it is important to have context and include other funding streams and the goal and size of the system needed. It looks like three agencies billed significantly more than their contract allocation; can you explain why?
    - **Multnomah County response, Kanoe**: We can follow up, but likely that was due to expanding day services.
    - **Multnomah County response, Dan Field**: I encourage the Committee to understand the impacts of diverting funds. Our reality is that all funds are committed.
- **Comment, Dan Fowler**: To understand what impacts could be, it would be helpful to know what is being spent by providers and by the administration. We collected more than anticipated, are we spending more than anticipated? It is critical to understand the real revenue to understand impacts.
    - **Multnomah County response, Dan Field**: The City of Portland recently referenced the underspending, and we had to remind them that was two years ago. It is important to speak to the public currently and accurately that we are no longer underspending.

- **Washington County Chair Kathryn Harrington**: There seems to be an ask for Metro to take the data from each county and put it together regionally for the Committee to view. It also sounds like the Committee is asking for each county to account for all funds regardless of source, and that is beyond the counties' reporting scope and is out of the Committee's scope. The counties report on SHS measure goals in the quarterly and annual reports.
- **Response, Peter**: I agree that it is outside our purview, and at some level, an entity needs to look at the entire piece so the Committee can determine if SHS funds are being spent adequately.
- **Question, Felicita**: Would it be appropriate to ask Metro to have a better sense of the different funding streams and how they interact with each other?
    - **Metro response, Yesenia:** SHS was always intended to be an additive to existing funding structures. There is data requested on leveraged funds and how other funding streams work in combination with SHS.
- **Comment, Co-chair Savara**: The values of the measure and our approach are about connecting people to services and solving the problems they are experiencing. The conversation is about finding the right balance between shelter and RLRA vouchers. The dollars are flexible to do both, and we need to think about how we want to show up as a regional community. Homelessness is a systemic problem because of the lack of affordable housing. Part of the big picture is understanding that proportion.
- **Comment, Dan Fowler:** Housing is a piece of the system, and we need to do the right thing with SHS funding. Political leaders want our support or comment on any proposed changes, but the system needs to be set up to survive.

Presentation and Discussion: Clackamas County Annual Report

Vahid Brown, Clackamas County, reviewed Clackamas County's progress towards its annual goals and shared that the first Native American youth and family center was built and that the County received the National Association of Counties Award for coordinated entry. He noted that the County did not meet its household furnishing contract goal which moved into a regional conversation, but the other goals were met. He reviewed the County's LIP progress, and that Population A is 62% served and Population B is 38% served. He shared that investments in culturally specific providers have significantly increased and Black and Native American demographics are now more represented. He highlighted that they are forming a new advisory body with the hope of reviewing all funding streams together. He shared a financial overview of the budget and actuals of each program, noting that most spending has tripled since last year.

Committee members had the following questions and comments:

- **Question, Co-chair Taylor**: I noticed that the systems infrastructure exceeded the budget, but the actual infrastructure was less than budgeted. Can you speak to the barriers to spending on actual infrastructure?
    - **Clackamas County response, Vahid:** System infrastructure included carryover spending, mainly on expanding the coordinated housing access system to be a responsive system, which was achieved. System spending also includes technical assistance and capacity building. The reason capital infrastructure spending is lower than anticipated is that while capital infrastructure spendings were approved, such as the Clackamas Village, these investments did not land in this fiscal year.
- **Question, Metro Councilor Lewis:** For the furnishing contract, that idea was raised at the Tri-County Planning Body but does not fit into the six goal areas. Do you see a clear path

forward or is there tension between what counties would like to see regionalized and the six TCPB goal areas?
    - **Clackamas County response, Vahid**: Staff from Metro and the three counties have been discussing how this fits and we are still brainstorming.
    - **Facilitator response, Ben**: The TCPB is exploring how to move things forward outside of the goal areas. The Committee has referenced TCPB work in its annual report, and the TCPB is an audience of the report.
- **Peter:** Why is the Regional Investment Fund (RIF) underspent? It is important to talk about geographic equity and the SHS ripple effect. Without SHS, the largest geographic parts of Clackamas County would not be receiving funding. The other counties spoke about eviction prevention, did I miss that in your presentation?
    - **Clackamas County response, Vahid**: The RIF is the 5% of SHS funding the three counties set aside for regional strategies and investments. There has been some expenditure, but now the TCPB is approving funding for the RIF. We did have a goal for eviction prevention and similarly, the funds go through Community Action.

Next Steps

Yesenia thanked county staff for presenting and reminded Committee members they had all of November to review the reports before they meet again in December to begin the Committee's annual report process. She noted that Metro will share review tools for the report.

Ben encouraged newer Committee members to review last year's work.

Committee members had the following questions:

- **Question, Peter**: Can we receive today's presentation?
    - **Metro response, Yesenia**: Yes, we will share them in the final meeting packet.
- **Question, Carter**: Can we receive last year's report?
    - **Metro response, Yesenia**: Yes.

Co-chairs Taylor and Savara thanked everyone for their contributions and the progress made in the reports.

Next steps include:

- Multnomah County to follow up on why three agencies billed more than their contract allocation
- Metro to share the meeting's presentation and last year's annual report.
- The Committee to meet on December 2, 9:30am-12:00pm.

Adjourn

The meeting adjourned at 12:55 pm.

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Supportive housing services – Oversight committee
Overview of role and responsibilities
Last updated: September 2024

Background

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

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

Oversight committee role and responsibilities

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

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

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

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Supportive housing services regional oversight committee

Meeting guidelines

Arrive on time and prepared.

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

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

Listen carefully and keep an open mind.

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

Avoid side conversations.

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

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

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

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

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

Group agreements

We aren’t looking for perfection.

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

You are the author of your own story.

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

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

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

We are all learners and teachers.

Expertise isn’t privileged over lived experience and wisdom.

Liberation and healing are possible.

Expect non-closure.

Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

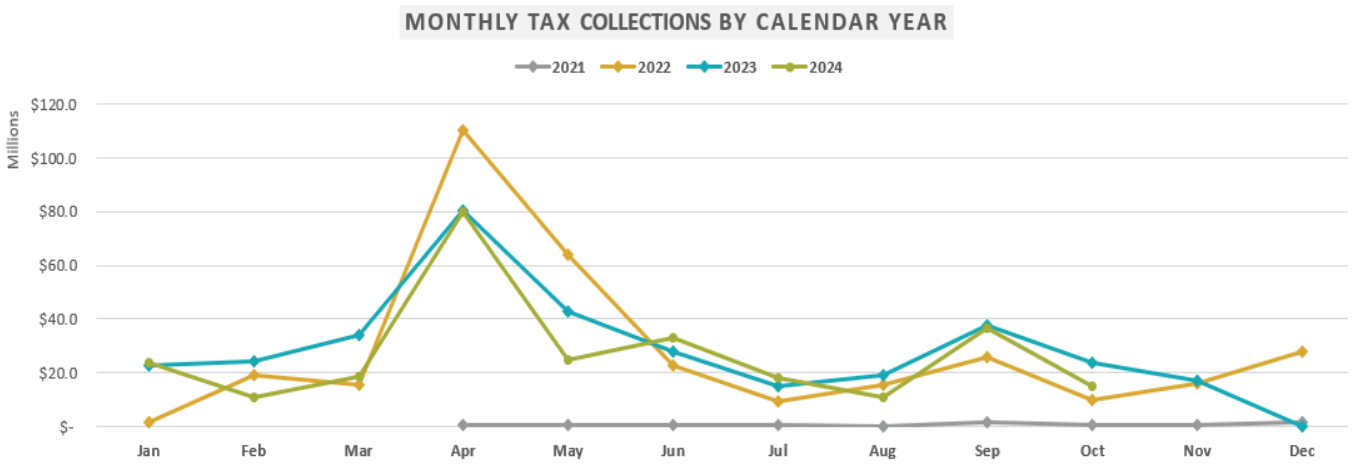
Date: November 18, 2024
To: Supportive Housing Services Oversight Committee
From: Revenue & Analytics Division
Subject: FY25 Monthly Tax Collection and Disbursement Update

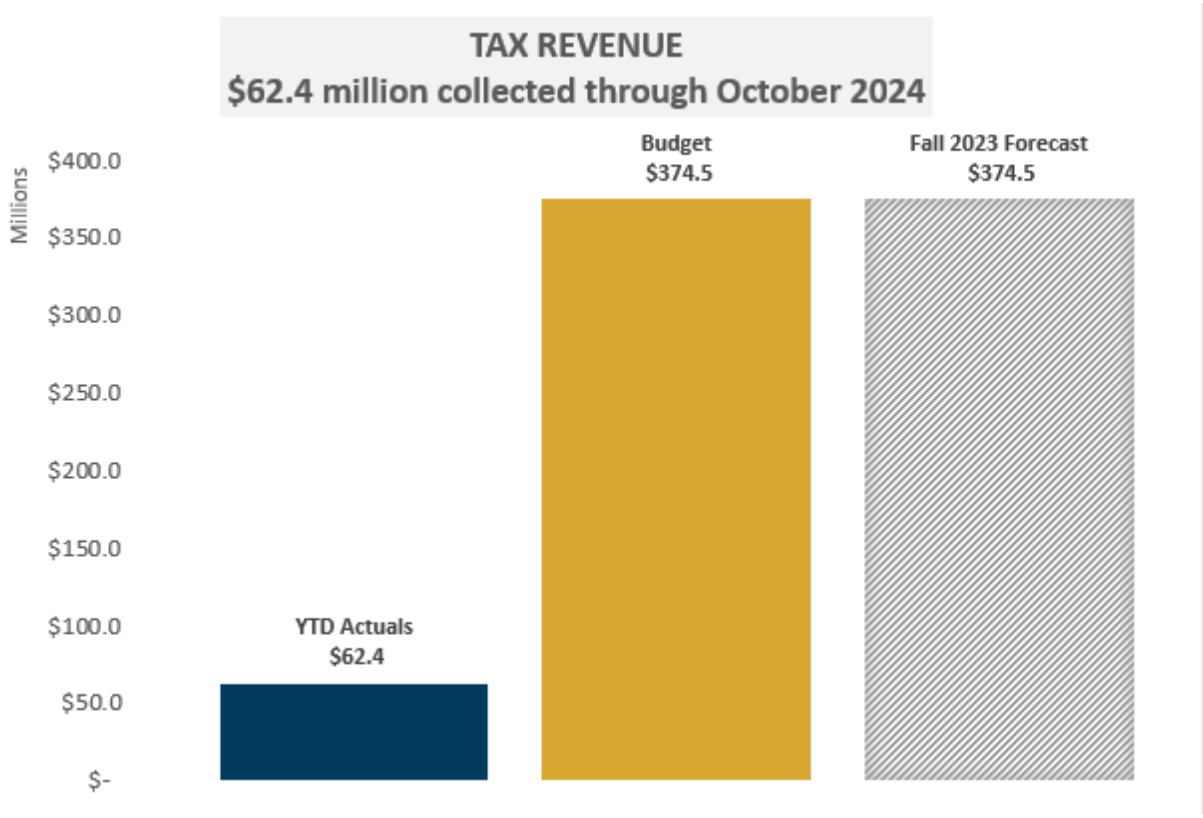
This financial update is designed to provide the information necessary for the SHS Oversight Committee to stay up to date on the latest tax collection and disbursement figures.

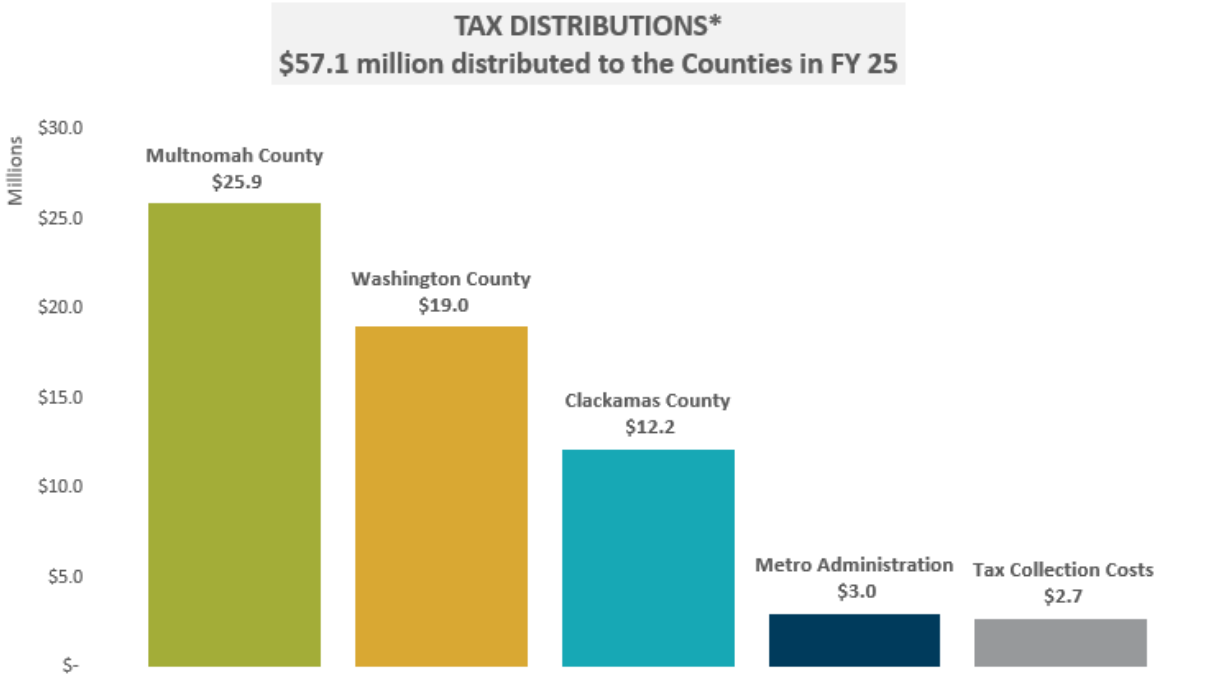
Collections dropped below prior year trends. The annual 5-year forecast is forthcoming.

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

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 October 2024.







*This includes $81,536.39 in interested collected by the tax administrator in FY 2024-25

Memo

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Date: Monday, Nov. 25, 2024

To: Regional Supportive Housing Services Oversight Committee

From: Craig Beebe, Policy and Communications Advisor,
Government Affairs & Policy Development | craig.beebe@oregonmetro.gov

Subject: Update on Regional Affordable Housing and Supportive Housing Services Funding

Dear Oversight Committee members:

Thank you once again for your leadership and energy to support and guide the regional Supportive Housing Services (SHS) program's values and regional impacts. I am writing with an update regarding Metro Council's direction on future regional funding to address homelessness through affordable housing, supportive services and rent assistance. Members of the project team will be on hand at your meeting on Monday, December 2 to hear your questions and thoughts.

Background

As you will recall, the Metro Council passed Resolution No. 24-5436 on October 17. The resolution established Council's desired principles and key policy options that would advance these outcomes:

- Continuing to prioritize families and individuals who are currently or at great risk of experiencing homelessness
- Addressing looming regional funding gaps for both affordable housing and supportive housing services, as the Metro affordable housing bond wraps up and the current SHS program's expiration approaches
- Supporting long-term stability and predictability for Metro, county and city partners and providers working to deliver supportive housing services and create affordable housing across the region
- Evolving a governance and accountability structure to apply lessons learned during SHS and bond implementation, build on what has worked well, and ensure that the region can continue to meet changing housing and homelessness needs for years to come.

The resolution was informed by more than six months of stakeholder and community input that shaped the Metro Chief Operating Officer's July 2024 recommendation, partner engagement since that time, and several Metro Council work session discussions between July and early October.

Since the passage of the resolution, Metro Council President Peterson and Metro Councilors have continued direct engagement with county and city leaders, community and business organizations, oversight committees and a variety of partners helping to deliver the region's commitments to addressing homelessness and housing need. Metro staff from across the agency are also providing analysis on the programmatic, equity, financial, legal and political implications of policy options – building from many months of experience and engagement.

Metro Council work sessions: Nov. 26 and Dec. 5

The Metro Council is expected to provide direction on a full policy package by mid-December. As of this writing, two work sessions in the next two weeks will focus on key policy options to shape this package.

On Tuesday, Nov. 26, the Metro Council will discuss a proposed approach for allocating funding in an integrated and expanded SHS and affordable housing program over the life of a potential 20-year extension of the SHS taxes. Based on the direction in Resolution No. 24-5436, the proposed allocation approach would respond to the volatility of the SHS high-earner and business income taxes by prioritizing a stable base funding allocation to support ongoing services provided by Metro's county partners. The approach would also apply revenue collected beyond this base to continue investments in affordable and permanent supportive housing, a program to support focused investments by city partners, and when possible, additional funding to be allocated annually through an updated governance structure.

On Thursday, Dec. 5, the Metro Council will discuss options for oversight and governance of the updated and integrated program. Throughout the last year, staff and Councilors have heard from a wide array of stakeholders and community members that an extension of the SHS sunset and addition of affordable housing must be paired with governance changes that help build stability, demonstrate accountability, and ensure the program is meeting the priorities and needs of communities. Based on the direction in Resolution No. 24-5436, the Metro Council desires that future governance of the program will incorporate more voices from across the region, support strategic decision-making, and allow for adaptation to changing needs and opportunities in the region over the life of the program.

Find materials and more information about either of these work sessions at https://oregonmetro.legistar.com/Calendar.aspx

Ongoing informational outreach
Councilors and Metro staff are conducting outreach to offer presentations and conversations with partners and stakeholders across the region.

Below is a partial list of recent and planned upcoming presentations.

- 11/13: Tri-County Planning Body
- 11/18: Milwaukie City Council
- 11/21: Metropolitan Mayors Consortium
- 11/25: Forest Grove City Council
- 12/2: SHS Oversight Committee
- 12/3: Hillsboro City Council
- 12/2 and/or 12/9: SHS Oversight Committee
- 12/3: Hillsboro City Council
- 12/9: Affordable Housing Bond Oversight Committee
- 12/9: Westside Economic Alliance
- 12/11: Metro Policy Advisory Committee
- 12/11: Tri-County Planning Body
- 12/17: Lake Oswego City Council
- TBD (January): Beaverton City Council, Gresham City Council

If you are aware of an organization that would like a presentation, please let me know. Additional information about the project can be found at http://oregonmetro.gov/housingfunding.

Thank you once again for your dedication to this important work. We look forward to the conversation with you on December 2.

Date: November 12, 2024
To: Supportive housing services implementation partners
From: Mike Savara and Dr. Mandrill Taylor, Supportive Housing Services Oversight Committee co-chairs
Re: Population A and B financial expenditures

One critical component of the Supportive Housing Services (SHS) program is the prioritization of services for people experiencing prolonged homelessness with complex disabilities. This priority is reflected in the allocation requirements for SHS funds, as stated in Metro's SHS Program Work Plan and each county's Local Implementation Plans:

- 75% of funds devoted to services for people that are extremely low-income, have one or more disabling conditions, and are experiencing or at imminent risk of experiencing long-term or frequent episodes of literal homelessness (Population A); and
- 25% of funds devoted to services for people that are experiencing homelessness or have a substantial risk of experiencing homelessness (Population B).

To comply with this requirement, counties are required to report on financial expenditures split by Population A and B.

Since the start of SHS implementation, there was a recognition by all parties that consistent reporting on this financial expenditure split would take additional time, as it required the development of a shared and consistent methodology between the three counties. This information therefore was not provided by the counties in their fiscal year (FY) 21-22 reporting. For FY 22-23, counties reported on people served and program expenditures by Population A and B. However, the Supportive Housing Services Oversight Committee (SHSOC) was not able to conduct regional analysis due to variances in reported service types, data availability (e.g., the use of proxy data), and assumptions (e.g., that eviction prevention is assumed to serve Population B).

Improvements were requested by the committee through the following recommendations in our FY 22-23 regional report:

- Strengthen strategic oversight and accountability by improving the quality, clarity and consistency of regional financial reporting. Priority areas for Metro's work include:
    - Work with counties to lead the development of tools, definitions and methodologies for measuring and reporting on spending by Populations A and B and release guidance *to ensure accurate and reliable data are provided in counties' year three annual reports* (emphasis added).

Throughout the past year, Metro and the counties committed to providing this financial expenditure split information in the FY 23-24 annual reports. We know that Metro provided guidance on required reporting in June 2024 that sought to align the approach using a single template along with shared definitions for the two populations. We heard from some

of the counties during the annual report presentations that there were technical and potentially some timing challenges with providing the information as requested, but generally there is a willingness to find a solution to resolve outstanding limitations. In the FY 23-24 reports that the counties submitted on October 31st, there was different information provided for each county.

- Clackamas County provided their information in a spreadsheet using the same template it used the previous fiscal year which includes program spending categories do not align with the financial reporting template. They noted that they used their Permanent Supportive Housing data as a proxy for all categories but Eviction Prevention, where they assumed those served were 100% Population B. The reporting did not include the System Support and Administrative costs in their calculations.
- Multnomah County provided their information in a PDF and noted that they used the Population A/B methodology and template from the previous fiscal year. They did not use the template provided, although the programmatic categories did align with the budget categories in the financial reporting template. However, they did not include the System Support and Administrative costs in their calculations.
- Washington County provided their information in a PDF and noted that they followed updated and recommended regional methodology. However, the table does not match the new template or the budgeted program categories and excludes System Support and Administrative costs.

As we noted in the meeting on November 4th, we applaud that there has been progress on this issue in the last year, however the lack of consistent and region-wide information at the end of program's third year necessitates the generation of a clear pathway forward that ensures this is resolved. We are requesting action from all four jurisdictions to ensure the technical challenges are resolved and the methodology and process to collect the information is agreed upon by all parties.

Expectations for FY 23-24

Through the recommendation**,** the SHSOC requested that the counties and Metro work together on a Population A and B financial split template that would be included in the FY23-24 annual report. The goal of this template was to achieve:

- Alignment in service type categories (i.e. Supportive Housing, Shelter, Regional Long-term Rent Assistance).
- Alignment in data collection, and in assumptions and interpretations of data.
- Alignment in allocation methodology
- Structure for reporting on all financial information and alignment of direct client service reporting by population.
- Identification of people being served outside of these service categories.
- Identification of how costs of services differ between Population A and B.

- Consistency in how the counties is interpreting the definitions of Population A and B.

In June, Metro staff provided a financial reporting template and a memo issuing guidance to the three counties on how to report Population A and B expenditures. While some of the guidance—for example, changes needed in HMIS across the three counties—was not expected to be implemented in time for the FY 23-24 annual reports, the financial methodology and financial reporting template were supposed to be implemented for this year's annual reports.

The counties did not use the reporting template provided by Metro due to concerns that had been raised at the staff level, and then in July to the Executive Committee, but were unresolved as of the time of reporting.

Given the information provided in the county annual reports. These issues remain:

- Alignment in service type categories (i.e. Supportive Housing, Shelter, RLRA)
- Alignment in data collection, and in assumptions and interpretations of data
- Alignment in allocation methodology
- Structure for reporting financial information and alignment in reporting direct client service costs by population
- Identification of people being served outside of these service type categories
- Identification of how costs of services differ between Population A and B
- Consistency in how counties are interpreting the definitions of Population A and B

As currently reported, the SHSOC cannot conduct any regional analysis, and the information mostly does not align with the budgeted program categories either because counties use other service categories or because counties don't include System Support and Administrative costs. It's also challenging that the information was not provided in the Metro template, which adds layers of needing to extract and format information for analysis.

We recognize that there may be legitimate technical or administrative challenges with aligning the three approaches to fit into the guidance that Metro has provided. We seek to summon our collective abilities, as leaders, to come together and practice deep listening and engagement to understand each other's perspectives. The tone we set for solving this issue must be that of a shared commitment to delivering on the mandates we have been entrusted with from voters. How we work together to solve it and move forward with a shared vision for partnership will speak volumes of our ability to work together and continue to build an even more effective response to homelessness. We ask that you come to the table with these ideals in mind.

Action items

We first want to acknowledge and recognize the progress you've made over the past year in addressing Population A/B financial reporting challenges. Adapting to updated definitions

and methodologies is no small task, and your work reflects a commitment to fulfilling the goals of the SHS program.

As we move forward, it is critical that we collectively ensure full alignment on Population A/B definitions, financial reporting, and the 75/25 allocation requirement. These are fundamental to maintaining transparency, accountability, and consistency across the region.

Action Items

We understand that implementing Metro's updated guidance presented challenges, including those related to timing and technical capacity. To address these, we believe it's essential to clarify the following:

1. **Identify Current Barriers by December 2nd**:
    - Each county should submit a brief report by the next SHSOC Meeting on December 2nd, 2024, outlining any active barriers to implementing the updated Population A/B definitions, financial reporting, or data alignment.
    - If technical support from Metro remains an issue, specify the areas where assistance is needed. If other challenges have emerged, describe these issues with detail to allow Metro to provide appropriate support.
2. **Metro to Tailor Support Based on County Feedback**:
    - Following the submission of barriers, Metro will work with counties to develop targeted solutions, such as technical assistance, resource alignment, or process adjustments, to address identified gaps effectively.
3. **Establish Joint Staff-Leadership Meeting**:
    - A meeting involving Metro staff, county leadership, and SHSOC members will be held by the end of 2024. The purpose is to discuss progress, review solutions to barriers, and set a timeline for full alignment with Population A/B requirements.
4. **Develop Timeline for Implementation Compliance**:
    - Counties and Metro will work together to draft a timeline that specifies deadlines for addressing reporting gaps and aligning systems. This timeline will be shared with the SHSOC to ensure transparency and accountability.
5. **Provide Regular Updates at SHSOC Meetings**:
    - Counties will present updates at each SHSOC meeting, starting with the December meeting, to track progress toward Population A/B alignment and address any emerging challenges.

We remain committed to supporting you as we work to meet the voter mandate and demonstrate the impact of the SHS program. Together, we can ensure the program delivers on its promise to address homelessness and housing instability in our region.

Sincerely,

Mike Savara and Dr. Mandrill Taylor
Supportive Housing Services Oversight Committee co-chairs

Supportive Housing Services Oversight Committee
Review Materials for County Annual Reports

The Supportive Housing Services Oversight Committee provides 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 activities. The committee has several responsibilities in relation to the counties' annual reports:

- Review annual reports for consistency with approved Local Implementation Plans and regional goals
- Monitor financial aspects of program administration, including review of program expenditures
- Evaluate administrative costs incurred by counties and service providers for consideration of whether the recommended administrative costs should be reduced or increased
- Provide annual reports and presentations to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing performance, challenges and outcomes

To support the committee's review of the counties' annual reports in alignment with these responsibilities, this packet includes the following materials:

1. Summary review of each county's annual report for:
    - Consistency with the Local Implementation Plan (p. 2-10)
    - Performance in achieving annual work plan goals (p. 11-14)
    - Consistency with regional goals (p. 15-17)
2. Summary review of key take-aways from counties' financial reports (p. 18-19)

Metro has reviewed the counties' annual reports for completeness and has followed up with counties as needed to ensure all of the required annual report template information has been submitted. The Regional Annual Report will provide a comprehensive summary of all of this information. Some of the data in this packet may be updated for the Regional Annual Report based on Metro's ongoing work to clarify and align the counties' submitted data.

REVIEW FOR CONSISTENCY WITH LOCAL IMPLEMENTATION PLANS

The SHS Oversight Committee's responsibilities include reviewing the counties' annual reports for consistency with each county's Local Implementation Plan (LIP). The LIPs were approved in 2021, prior to the launch of SHS funding. In alignment with Metro requirements, each county's LIP included commitments to advance racial equity, strengthen regional and cross-sector coordination, build partnerships with community-based organizations, align investments with the SHS measure's guidelines, and work toward regional outcome metrics. The Regional Annual Report will provide a detailed assessment of counties' progress in all of these areas. This summary focuses on the specific investment priorities and 10-year goals identified in each county's LIP.

The investment priorities and goals listed in the LIPs reflect the counties' overarching values and intentions for SHS funding. While they provide a high-level framework for assessing counties' SHS implementation, they do not provide consistent or comprehensive metrics for measuring progress. The specificity, level of detail, timeframes and categories vary across each of the LIPs, as do the counties' approaches to reporting on LIP progress. The LIPs serve as guiding documents for the counties' annual workplans, which provide more consistent and specific numerical goals and reporting tools (see pages 11-14).

It is important to keep this limitation in mind when reviewing counties' annual reports in relation to the LIPs. Over the upcoming year, Metro is planning to work with the committee and the counties to refine the SHS regional outcome metrics. Potential updates to the LIPs could be considered as part of this work.

Clackamas County

System-wide priorities

LIP priority	Progress
Build community-based organization capacity	• The county contracted with 26 community-based organizations (including six new partners) to deliver SHS services in year three, with contracts totaling $33.6m. • The county allocated $1.0m per year for technical assistance to support service providers' capacity building in year three. • The county added $1.9m to five service providers' budgets in year three to support internal capacity building. • The county provided trainings and presentations for contracted providers in year three to share best practices and ensure consistent practices.
Expand culturally specific services	• The county has expanded its contracts with culturally specific providers from one contract before SHS launched to six contracts in year three, with contract allocations of $5.6m. • The county's contract allocations to culturally specific providers more than doubled between years two and three. • The county has provided over $2m in capacity building grants to support culturally specific providers' growth and development since SHS began.
Evaluate system and program strategies to inform priorities and ensure quality improvement	• The county has conducted an annual equity analysis of SHS-funded programs since SHS launched to evaluate systemic strengths and gaps and identify areas for improvement. • The county conducted a staff demographics and pay equity survey for SHS-contracted providers in years two and three to inform strategies to strengthen workforce and wage equity.

	• In year three, the county implemented contract monitoring tools to facilitate data-driven, outcomes-based discussions with providers and support continuous improvement.
Strengthen data collection and reporting	• The county continued to expand its data capacity in year three, adding staff to support data collection, system evaluation and improvement. • The county organized ongoing technical assistance and training for providers in year three to support their data quality and capacity. • The county used the Built for Zero methodology to conduct an inflow and outflow analysis in year three. • The three counties coordinated in year three to regionalize Homeless Management Information System policies and procedures, share best practices and align metrics.
Enhance system navigation, outreach and coordinated entry to ensure equitable access	• The county made significant improvements to its coordinated entry system in years two and three to eliminate backlogs, expand hours, increase capacity and improve equitable access. • SHS funding has supported the county's first ever coordinated outreach program, with outreach carried out by six providers, including two grassroots and two culturally specific providers. • An SHS-funded service-enriched resource center is under development that will provide a welcoming space to support system navigation and connections to services.
Expand county implementation capacity	• The county's SHS spending tripled in year three compared with the previous fiscal year. • The county continued to add additional staff capacity in year three, including new analysts, health and housing integration staff, and a dedicated equity and engagement coordinator. • Improvements to the county's contract administration processes in year three resulted in 82% of invoices processed within 30 days of receipt.

Housing-related priorities

LIP priority	Progress
Increase emergency shelter capacity with wrap around services to transition people to permanent housing	• The county has created or sustained 210 units of emergency and transitional shelter with SHS funding, including hotels, villages and pods. • SHS-funded shelters served 460 households in year three. • Everyone served by the county's SHS-funded shelters is connected to services to help them transition to housing.
Increase housing placement services including those designed to be culturally responsive	• The county has placed 930 households in permanent supportive housing since SHS funding began, including 412 households in year three. • The county has placed 215 households in permanent housing through its rapid rehousing program since SHS funding began, including 196 households in year three. • People of color represent 42% of year three permanent supportive housing placements and 52% of rapid rehousing placements.

Expand existing high performing programs including eviction prevention as funding allows	• The county has stabilized 1,514 households with SHS-funded eviction prevention services since SHS funding began, including 1,228 households in year three. • SHS funding has been incorporated into eight Metro bond-funded housing developments, creating 231 PSH units with onsite services delivered by SHS-funded providers.
Convert time-limited vouchers to long-term and short-term rental assistance	• The county has housed 783 households with regional long-term rent assistance since SHS funding began, including 358 households newly leased up in year three.

Supportive services-related priorities

LIP priority	Progress
Increase outreach and engagement using trauma informed care and other best practices that are culturally and linguistically responsive	• The county's SHS-funded outreach program made contact with 502 households in year three through a combination of site-based, in-reach, pop-up events and mobile methods. • A new Resource Navigation program developed in year three provides trauma-informed diversion and rapid resolution for people in crisis contacting the coordinated access hotline. • The county invested SHS resources in year three to develop a resource center that will provide an additional entry point for service navigation and connections to resources.
Expand wraparound services to support housing stabilization, including behavioral health services, mental health services, addiction recovery and case management	• The county's retention rate in year three was 96% for permanent supportive housing and 93% for rapid rehousing. • The county significantly expanded its housing stabilization case management services in year three through contracts with 12 providers with capacity to serve nearly 1,000 households. • SHS funding supports a behavioral health housing retention team to provide clinical supports to PSH residents.
Expand behavioral health services integrated with homelessness and housing services, particularly community-based health connectors and peer supports	• SHS funding supports two behavioral health case managers who assist people who require higher levels of behavioral health support to find and remain in permanent housing. • Increased internal coordination with the county's Public Health and Behavioral Health divisions has resulted in new programs such as medical respite and a community paramedic pilot. • The county invested SHS funds to develop a recovery-oriented transitional housing program that will open in 2025.

10-year goals

Clackamas County's LIP identified specific numerical goals for the first year of implementation. The county has subsequently identified the following 10-year goals:

Goal	Progress
Place 1,065 households in permanent supportive housing	• In the first three years of SHS implementation, 930 households were placed in permanent supportive housing, representing 87% of the county's 10-year goal.
Stabilize 2,130 households in permanent housing	• In the first three years of SHS implementation, the county stabilized 1,729 households in permanent housing through eviction prevention and rapid rehousing, representing 81% of the county's 10-year goal.

Multnomah County

System-wide priorities

LIP priority	Progress
Build community-based organization capacity	• The county contracted with 70 community-based organizations (including 15 providers new to SHS) to deliver SHS-funded services in year three, with contracts totaling $138.5m. This includes contracts with 14 culturally specific providers (six of which were new to SHS) totaling $17.7m. • The county increased its contract allocations to culturally specific providers by 91% between years two and three. • The county partnered with United Way to distribute $10m in organizational health grants to 61 organizations in year three. • The county launched provider conferences in year three to provide opportunities for networking, information sharing, collaborative problem solving and shared learning. • The county piloted System Development Grants in year three to support capacity building for 11 new and emerging culturally specific providers that qualified for SHS contracts.
Ongoing evaluation to ensure quality improvement	• The county has conducted an annual equity analysis of SHS-funded programs since SHS launched to evaluate progress in reducing disparities and identify areas for improvement. • The county conducted a staff demographics and pay equity survey for SHS-contracted providers in years two and three to inform strategies to strengthen workforce and wage equity. • The county implemented contract monitoring measures in year three to support quality improvement, such as internal tracking tools, annual performance reviews and on-site monitoring. • SHS funding supported evaluation activities in year three that will inform future programming, including a geographic equity study, an analysis of factors that led people to successfully exit homelessness, and an evaluation of shelter best practices.
Strengthen data systems, collection and reporting	• In year three, the county became the lead agency for the regional Homeless Management Information System and worked with the other counties to regionalize HMIS policies and procedures, share best practices and align metrics. • The county developed a Shelter Availability Tool in year three that shares timely information on how many shelter beds are available and where they can be accessed. • Through its participation in Built for Zero, the county is completing a by-name list of people in Population A and developed a methodology to create a by-name list for everyone experiencing homelessness in the county. • The county supported providers' data capacity in year three through HMIS training, data quality monitoring and follow up.
Improve navigation, outreach and coordinated entry to ensure equitable access	• The county completed a multi-year redesign of its Coordinated Access tool in year three to be more trauma-informed, aligned with local priorities and promote equitable access to services. • In year three, the county used SHS funding to expand day center and drop-in services as well as fund mobile day services and on-site outreach.

	• SHS funding supported 22 outreach teams in year three, with the majority of the teams engaged in outreach to support service navigation and housing connections.
Expand county program implementation capacity	• When the SHS measure passed, the Joint Office had fewer than 30 employees; by the end of year three, it had about 100 employees, with expanded staff capacity in key areas such as finance, programs, and data and evaluation. • The county spent 100% of its share of SHS revenues collected by Metro in year three and met all of the spending goals outlined in its Corrective Action Plan. • The county made improvements to its contract management and invoicing processes in year three to ensure providers receive more timely contracts and payments.

Housing-related priorities

LIP priority	Progress
Supportive housing in bond-funded projects and for specific communities	• The county has created 1,515 SHS-funded supportive housing opportunities in the first three years of implementation, including 308 in year three. • SHS funding has supported the addition of 335 project-based permanent supportive housing units, including 47 units in Metro bond-funded projects. • Many of the county's SHS-funded supportive housing programs focus on specific communities such as people with disabilities, people who are justice-involved and people with behavioral health challenges.
Regional long-term rent assistance	• The county has housed 826 households with regional long-term rent assistance since SHS funding began, including 428 households newly leased up in year three.
Flexible short- and medium-term rental assistance	• The county has placed 1,704 households in permanent housing through its rapid rehousing program since SHS funding began, including 910 households in year three.
Eviction prevention	• SHS funding has supported the staffing capacity needed to disburse eviction prevention assistance funded by the American Rescue Plan and has also been used to directly fund eviction prevention services. • In the first three years of implementation, SHS funding supported eviction preventions for 11,557 households. In year three, the county served 3,533 households with prevention services, including 334 households directly funded through SHS.
Street and shelter services	• The county has created or sustained 800 emergency shelter units with SHS funding, including alternative, congregate and motel shelters. • SHS-funded shelters served 871 households in year three. • SHS funding supported 22 street outreach teams from 17 organizations in year three with the capacity to serve 1,375 households. • In year three, SHS funding supported new mobile day services and on-site outreach and helped to sustain and expand existing day center and drop-in services, supporting the capacity for more than 90,000 annual day center visits.

Supportive services-related priorities

LIP priority	Progress
Behavioral health services	• The county committed SHS revenue in year three to new projects that will support people experiencing behavioral health challenges, including 89 new beds of recovery-oriented housing, access to crisis stabilization services, and a new stabilization and treatment program. • SHS funds in year three supported a dedicated housing specialist to help participants in the county's behavioral health programs secure housing that meets their needs. • The county has paired 175 regional long-term rent assistance vouchers with intensive case management for people experiencing homelessness with behavioral health challenges.
Education, training, employment and benefits	• SHS funding supported five employment and training programs in year three with the capacity to serve 562 households.
Housing placement and retention case management	• The county's retention rate in year three was 89% for permanent supportive housing and 85% for rapid rehousing. • SHS funding supported 30 contracts for housing placement and/or retention services in year three with the capacity to serve 976 households.
Legal assistance	• The SHS-funded Housing Barrier Mitigation Program provided legal support to 605 clients in year three.
Childcare and other supports for families with children	• The county has allocated 150 regional long-term rent assistance vouchers to participants in the Multnomah Stability Initiative, which connects families with children to flexible resources and services to support their needs.

10-year goals

Goal	Progress
Create 2,235 supportive housing units	• In the first three years of SHS implementation, the county created 1,515 SHS-funded supportive housing units, representing 68% of the county's 10-year goal.
Increase the number of eligible households who exit homelessness for permanent housing by at least 2,500 households per year once SHS is fully implemented	• In year three, 1,549 households exited homelessness for permanent housing with support from SHS-funded programs.
Increase the number of people experiencing behavioral health challenges who move into appropriately supported housing	• The county has built partnerships and invested SHS resources in multiple programs to connect people with behavioral health challenges with appropriately supported housing (see "behavioral health services" section above for examples).
Reduce the number of people who become homeless by increasing preventions by at least 1,000 households per year once SHS is fully implemented	• SHS funding has supported homelessness prevention services for an average of 3,852 households per year since SHS implementation began.
Reduce the number of people who return to the homeless services system within two years after entering permanent housing	• The average rate of returns to homelessness within two years for people served by the county's SHS-funded programs was 19% in year three, compared with a system-wide county average of 26%.

Eliminate disparities in access and outcomes for Communities of Color participating in homeless and housing services	• The county's SHS-funded programs have housed people of color at higher rates than their representation in the overall homeless population, on the whole. • People of color made up 66% of the county's permanent supportive housing placements, 64% of the county's rapid rehousing placements and 85% of the county's homelessness preventions in year three.

Washington County

System-wide priorities

LIP priority	Progress
Expand culturally specific services	• The county has expanded its contracts with culturally specific providers from one contract before SHS launched to seven contracts in year three, with contract allocations of $18.8m. • The county increased its contract allocations to culturally specific organizations by 77% between years two and three. • All seven culturally specific partner agencies have been awarded technical assistance and/or capacity building project funding (see details below).
Support community-based organization capacity	• The county contracted with 24 community-based organizations to deliver SHS services in year three, with contracts totaling $62.2m. • The county allocated $235,000 in technical assistance funding to eight agencies in year three. • The county provided a total of $1.7 million in capacity building project funding to 14 agencies in year three. • The county funded 19 quality assurance positions in contracted partner organizations in year three to support financial operations, data quality and organizational capacity. • The county provided a catalog of equity-focused trainings for providers in year three, with all partner agencies participating in at least one training. • The county's Housing Careers program provided job training and internship opportunities for 45 community members with lived experience interested in housing-related careers in year three. • The county created multi-service contracts to reduce the administrative burden on providers and reduced invoice processing time to 18 days in year three. • The county conducted annual provider performance evaluations in years two and three to support quality improvement and capacity building.

Housing-related priorities

LIP priority	Progress
Winter and year-round shelter operations	• The county has created or sustained 420 units of year-round emergency shelter with SHS funding, including alternative shelters and pods. • SHS-funded shelters served 1,367 households in year three. • The county launched a shelter liaison program in year three that embeds 13 liaisons throughout the county's shelters to support participants with connections to housing programs.
Housing barrier costs and short-term rent assistance	• The county has placed 637 households in permanent housing through its rapid rehousing program since SHS funding began, including 241 households in year three. • The county's SHS-funded eviction prevention services have stabilized 1,999 households since SHS funding began, including 1,565 households in year three. • The county launched a new move-in assistance program in year three to quickly support Population B households needing short-term interventions to secure housing.
Regional long-term rent assistance	• The county has housed 1,375 households with regional long-term rent assistance since SHS implementation began, including 394 households newly leased up in year three. • Regional long-term rent assistance vouchers paired with on-site services have created 74 units of dedicated permanent supportive housing in five Metro bond-funded projects.
System capacity	• The county has increased its supportive housing capacity by 1,610 SHS-funded units since SHS implementation began. • The county has increased its SHS-funded shelter system capacity by 420 year-round units since SHS implementation began.

Supportive services-related priorities

LIP priority	Progress
Outreach and navigation services	• The county contracts with 10 organizations to provide geographically designated and population-specific outreach. • The county's Locally Coordinated Command Center strategy targets large encampments with focused engagement and cross-agency coordination to connect people with housing. • 1,061 households were served through the county's outreach program in year three. • The county awarded SHS funding in year three for the development of two access centers that will provide meals, storage, showers, and connections to housing and services.
Behavioral health services	• The county connects behavioral health services participants with housing resources through Housing Liaisons embedded in behavioral health programs. • The county allocated SHS resources toward capital funding for transitional housing in year three, prioritizing projects that will provide behavioral health services on site to support people in their transitions to recovery.

Supportive services	• The county funds over 100 case managers to guide people experiencing homelessness toward stable housing. • The county's retention rate in year three was 92% for permanent supportive housing and 81% for rapid rehousing. • The county partners with hospitals and health systems to connect participants experiencing homelessness to healthcare services through healthcare case conferencing. • The county launched a medical respite pilot in year three to help people discharged from hospitals needing additional medical care to stabilize in shelter while working toward stable housing.

10-year goals

Goal	Progress
Create 1,665 supportive housing placements	• In the first three years of SHS implementation, the county created 1,293 SHS-funded supportive housing placements, representing 77% of the county's 10-year goal.
Stabilize 3,330 households in permanent housing[1]	• In the first three years of SHS implementation, the county stabilized 2,313 households through eviction prevention and rapid rehousing, representing 69% of the county's 10-year goal.
Achieve sustained operations for 250 year-round shelter beds	• In the first three years of SHS implementation, 420 year-round shelter units have been created or sustained, exceeding the county's 10-year goal.
Build and support a network for culturally specific services and culturally responsive programs	• In year three, the county contracted with 24 community-based organizations to deliver culturally responsive services, including seven culturally specific organizations. • The county supports its network of contracted organizations with capacity building funding, training, technical assistance and performance monitoring (see "system-wide priorities" section above for details).
Demonstrate housing placement and stability outcomes that advance racial equity and functionally end chronic homelessness	• The county's SHS-funded programs are generally serving higher rates of Black, Indigenous and Latine households than are represented in the general population, population in poverty, and among households seeking services. • The county has met the housing needs of 58% of Population A households needing supportive housing.

[1] This goal is not in the county's LIP but was added subsequently.

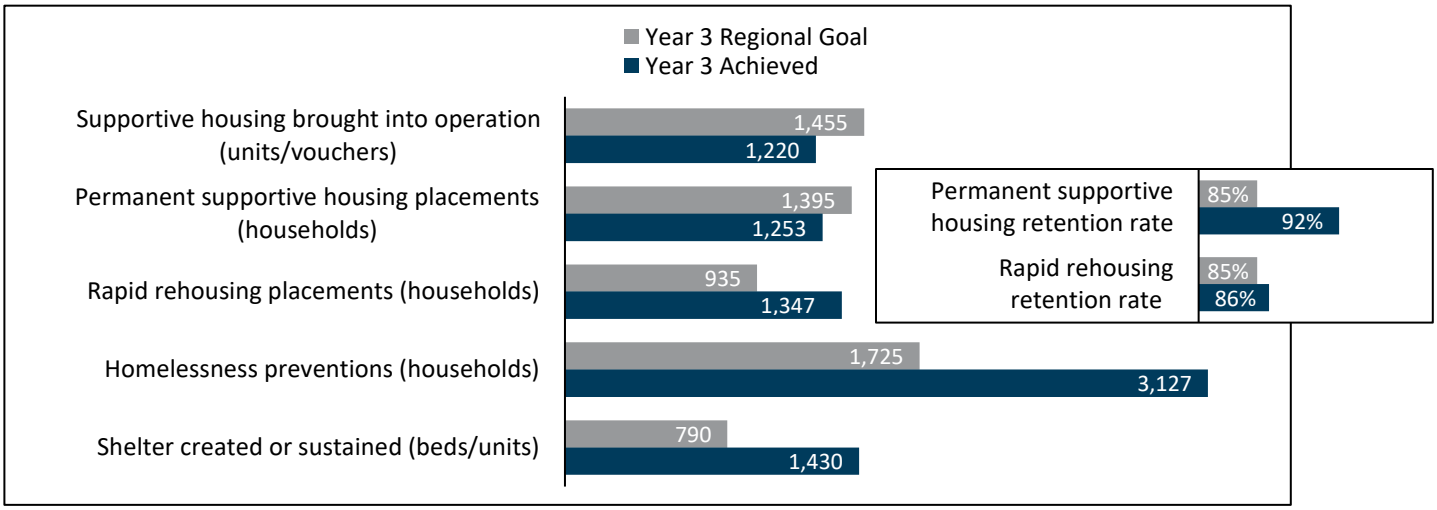
REVIEW OF ANNUAL WORK PLAN PERFORMANCE

One of the SHS Oversight Committee's responsibilities is to assess counties' performance in relation to the goals identified in their annual work plans. The work plans include a consistent set of regional metrics for tracking quantitative housing and program goals, which makes it possible to summarize the goals at a regional level. Each county is also required to identify and report on goals related to racial equity, capacity building and other goals based on their LIPs.

Regional Summary

Housing and program goals

At a regional level, the counties far exceeded their combined goals for rapid rehousing placements, homelessness preventions and shelter units created or sustained. The average retention rates for permanent supportive housing and rapid rehousing also exceeded the regional goals. The counties met 84% of their combined goal for supportive housing units/vouchers brought into operation and 90% of their combined goal for permanent supportive housing placements. The county-specific analyses on the subsequent pages provide more details on areas where counties fell short of the goals.



Racial equity

The counties achieved most of their racial equity goals and made significant progress on the others. Highlights include expanded investments in culturally specific providers' capacity, providing racial equity training to contracted providers, making coordinated entry systems more accessible, and expanding the engagement of diverse stakeholders.

Capacity building

The counties achieved most of their capacity building goals, with a few goals still in progress. Highlights include expansions to county staffing capacity to support health and housing integration, providing capacity building supports and technical assistance to providers, and strengthening data systems.

Other goals based on LIPs

The counties completed almost all of their other LIP-specific goals, with achievements related to geographic equity, behavioral health integration, workforce stabilization, and launching new programs to fill system gaps.

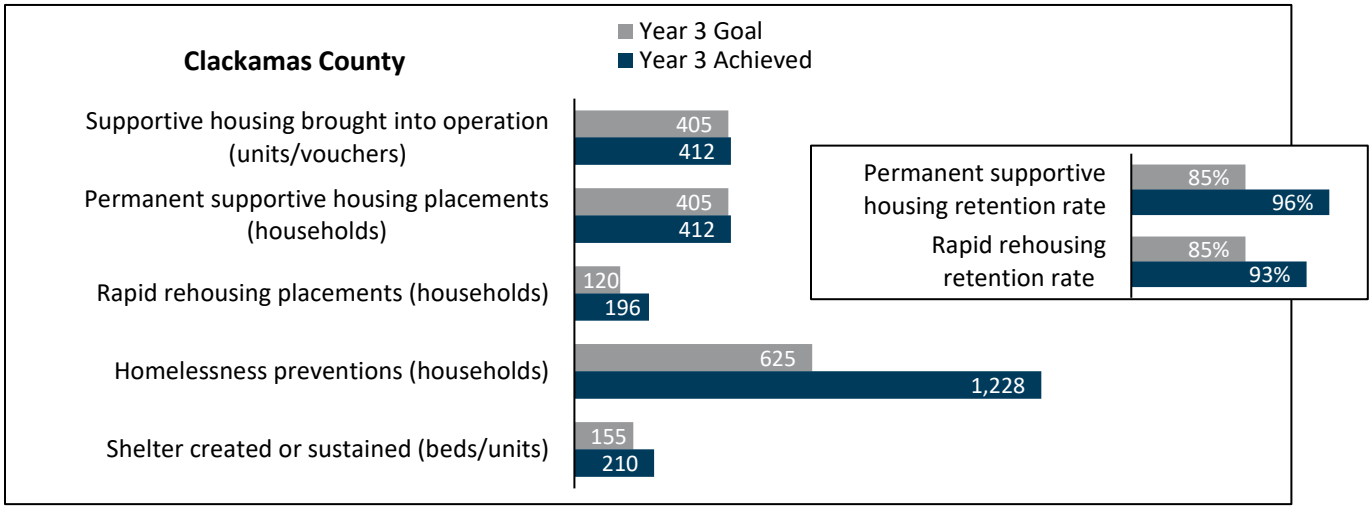
Clackamas County

Clackamas County exceeded all of the regional housing metric goals in its year three work plan. The county also achieved all but one of its work plan goals related to racial equity, capacity building and other LIP priorities.

For a detailed chart summarizing work plan performance, see pages 48-54 of the county's annual report.

Housing and program goals

Clackamas County exceeded all of its goals for supportive housing units brought into operation, permanent supportive housing placements, rapid rehousing placements, homelessness preventions, shelter units created or sustained and retention rates:



Racial equity goals

Clackamas County achieved its goal of investing in culturally specific provider capacity building by giving culturally specific providers priority access to professional technical assistance. It advanced its goal to improve coordinated entry to ensure more equitable outcomes by making progress on a series of recommendations, such as increasing bilingual staff, expanding coordinated entry capacity, implementing evidence-based changes to assessment and prioritization, and improving the referral process.

Capacity building goals

The county achieved its goal to expand the Housing Services Team to support integration with the health system by hiring two staff focused on supporting Medicaid waiver coordination and implementation. It achieved its goal to offer direct technical assistance to grassroots providers by contracting with four technical assistance firms. It achieved its goal to invest in new system infrastructure for safety on and off the streets through investments in a resource center, transitional housing and culturally specific shelter. The county's goal to enhance service provider capacity through investments in community resources is still in progress.

Other goals based on LIP

The county achieved its goal to increase alignment with the behavioral and public health systems through increased internal coordination and partnerships which supported new initiatives such as medical case conferencing and a community paramedic. The county advanced its goal to promote geographic equity by investing non-SHS funding in rural programming and conducting a rural needs assessment and planning process.

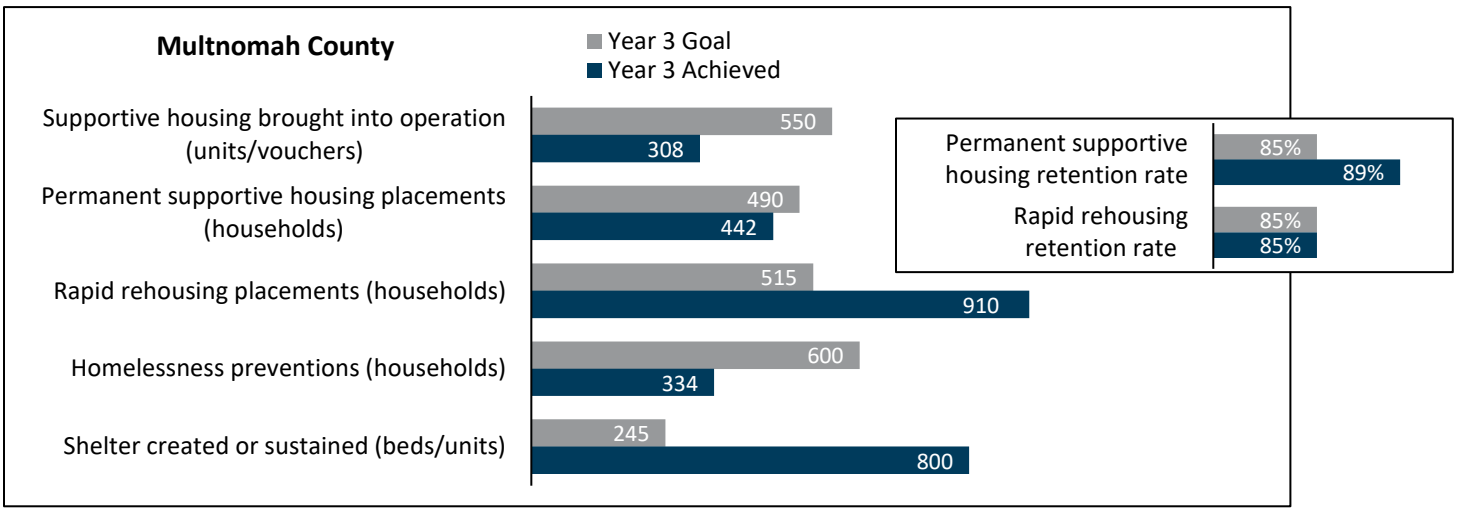
Multnomah County

Multnomah County met or exceeded more than half of the regional housing metric goals in its annual work plan. It achieved about half of the work plan goals related to racial equity, capacity building and other LIP priorities and made significant progress on others.

For a detailed chart summarizing work plan performance, see pages 106-118 of the county's annual report.

Housing and program goals

Multnomah County exceeded its goals for rapid rehousing placements, shelter units created or sustained and permanent supportive housing retentions. It met its goal for rapid rehousing retentions and achieved 90% of its goal for permanent housing placements. It only achieved 56% of its goal for supportive housing units brought into operation due to construction delays affecting the opening of four new housing developments. It fell short of its goal for SHS-funded homelessness preventions after making a strategic decision to use federal American Rescue Plan funds for homelessness prevention in year three instead of SHS funds; the total preventions funded by both sources (3,533 households) far exceeded its work plan goals.



Racial equity goals

The county made significant progress on its goal to collect employee demographic data from all of its contracted providers, with 91% of providers submitting data. It exceeded its goals for SHS Advisory Committee involvement and expanded training opportunities for providers. The county fell short of its goal for 100% of providers to submit an equity goal or work plan; the county anticipates that its investments in technical support and capacity building will result in improved participation in year four.

Capacity building goals

The county achieved its goals to engage and provide technical assistance and/or capacity building funds to new and expanding providers, in part by piloting system development grants to help smaller providers build their administrative infrastructure. The county made significant progress on its goals to complete an analysis of effective shelter models, develop a quality by-name list for chronically homeless adults, expand data collection and update coordinated entry processes, and launch a new Coordinated Access tool.

Other goals based on LIP

The county completed its goal to conduct follow-up on its compensation study with participating agencies. In response to agency feedback, the county distributed $10m in flexible grants to 61 organizations to allow providers to address their specific workforce stabilization and organizational health needs. The county also nearly achieved its goal to complete an analysis of unmet needs and investments in Multnomah's East County.

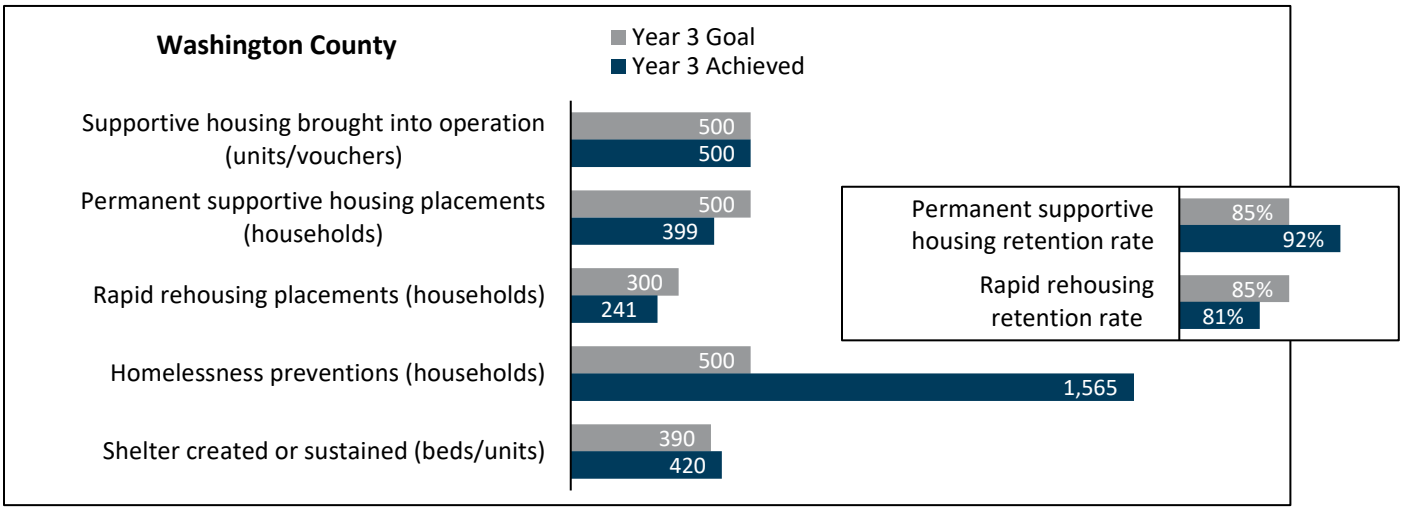
Washington County

Washington County met or exceeded more than half of the regional housing metric goals included in its annual work plan and achieved almost all of its goals related to racial equity, capacity building and other LIP priorities.

For a detailed chart summarizing work plan performance, see pages 20-26 of the county's annual report.

Housing and program goals

Washington County met or exceeded its goals for supportive housing brought into operation, homelessness preventions, shelter units created or sustained and permanent supportive housing retention. It achieved 80% of its goal for rapid rehousing placements and fell a few percentage points short of its goal for rapid rehousing retentions. The county notes that it is still scaling up its rapid rehousing program and adjusting program standards to support higher needs households. The county achieved 80% of its permanent supportive housing placement goal after unexpectedly placing an additional 130 households in permanent supportive housing late in year two (exceeding the year two goal by 130 households), which may have affected its year three placement capacity.



Racial equity goals

The county advanced its goal to better understand why Asian Americans/Pacific Islanders are underserved in housing programs and saw some gains in serving these populations. It also conducted a bi-annual coordinated entry analysis to assess disparities in access to services and housing. The county achieved its goals to increase culturally specific organization capacity by expanding contracting opportunities, technical assistance and capacity building support for its seven culturally specific contracted providers. The county also achieved its DEI training goal, with all partner agencies participating in at least one equity-focused training.

Capacity building goals

The county achieved its goal to expand evaluation and monitoring supports for providers by strengthening annual performance evaluations and piloting a new monitoring framework. It achieved its goal to launch a new governance structure, aligning multiple advisory bodies into a unified "One Governance" approach. The county advanced its goal to launch 45 new housing careers, enrolling 45 people in the Housing Careers program.

Other goals based on LIP

The county achieved its goal to reduce shelter stays to less than 100 days, with an average shelter stay of 91 days. It advanced its goal to create new housing approaches for households no longer in need of intensive services by launching an "RLRA only" program. It made progress on its goal to launch new programs to fill system gaps for homeless youth and individuals needing medical care by launching a recuperative care program and redesigning a planned youth-focused housing program, although the program's launch was delayed.

REVIEW FOR CONSISTENCY WITH REGIONAL GOALS

Metro's SHS Work Plan defines the SHS fund's regional goals and provides a set of detailed outcome metrics related to the goals. All of the outcome metrics will be included in the Regional Annual Report. This summary focuses on a subset of the outcome metrics and provides additional contextual data to support the committee's assessment of counties' annual reports in relation to the regional goals. Metro will work with the counties and the committee over the upcoming year to develop a more comprehensive framework of baseline and comparison data for evaluating progress toward each of the regional goals.

Housing Stability

The SHS Work Plan identified three housing stability goals:

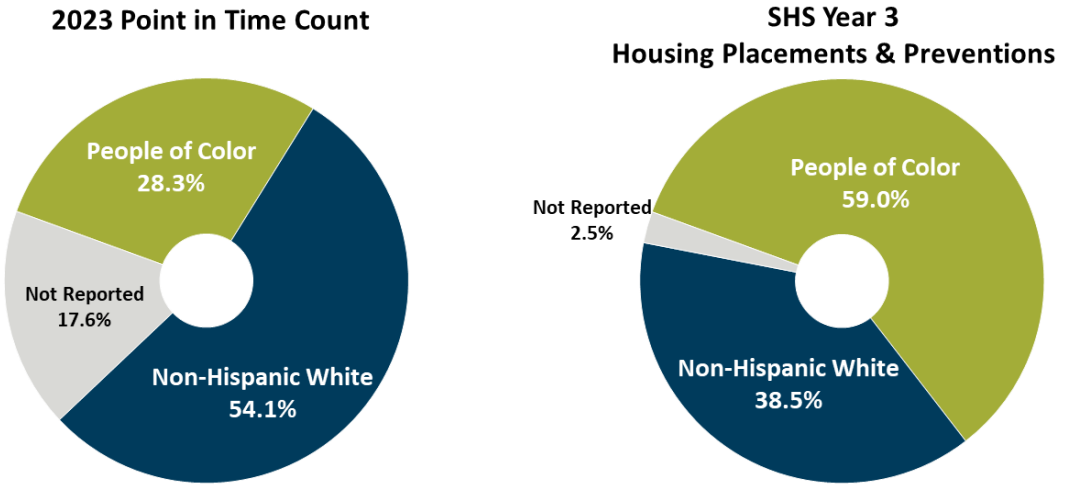
1. Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.
2. Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.
3. The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.

Progress toward housing stability goals

The charts in this section compare race and ethnicity data from SHS with the 2023 Point-in-Time count (PIT) to provide initial insights into how well SHS is achieving the regional housing stability goals. PIT data is used here as a baseline for comparison because it is the only regionally consistent data for people experiencing homelessness that is currently available. However, PIT data have limitations as a baseline for comparison that are important to keep in mind.[2]

Goal 1: Housing equity is advanced by providing access to services and housing for Black, Indigenous and people of color at greater rates than Black, Indigenous and people of color experiencing homelessness.

The region's homeless population, as represented by the 2023 PIT, is 28.3% people of color while the population served by SHS-funded housing placements and preventions is 59.0% people of color:



[2] Among the limitations: (a) PIT data use a definition of homelessness that is narrower than the definition used in SHS; (b) PIT data are based on a one-night snapshot whereas SHS data are annual; (c) PIT data do not provide a complete or comprehensive count of every person experiencing homelessness.

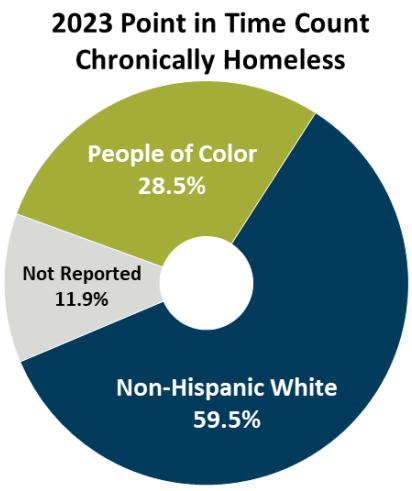
Goal 2: Housing equity is advanced with housing stability outcomes (retention rates) for Black, Indigenous and people of color that are equal or better than housing stability outcomes for non-Hispanic whites.

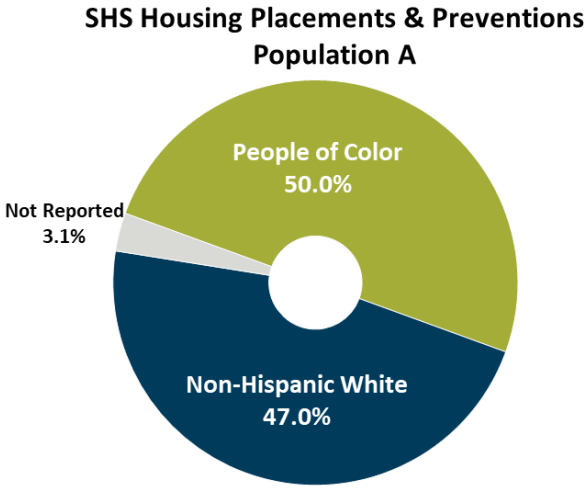
Housing retention rates for people of color in SHS-funded permanent supportive housing and rapid rehousing are equal or better than the retention rates for non-Hispanic whites:

Average regional 12-month retention rate	Permanent supportive housing	Rapid rehousing
Asian or Asian American	95%	86%
Black, African American or African	96%	85%
Hispanic or Latina/e/o	94%	85%
American Indian, Alaska Native or Indigenous	92%	91%
Native Hawaiian or Pacific Islander	93%	83%
Non-Hispanic White	92%	83%

Goal 3: The disparate rate of Black, Indigenous and people of color experiencing chronic homelessness is significantly reduced.

The region's chronically homeless population is 28.5% people of color while the chronically homeless population served by SHS-funded housing placements and preventions is 50.0% people of color. This suggests that over time the disparate rate of people of color experiencing chronic homelessness will be reduced as disproportionately higher percentages of chronically homeless people of color are placed in permanent housing.





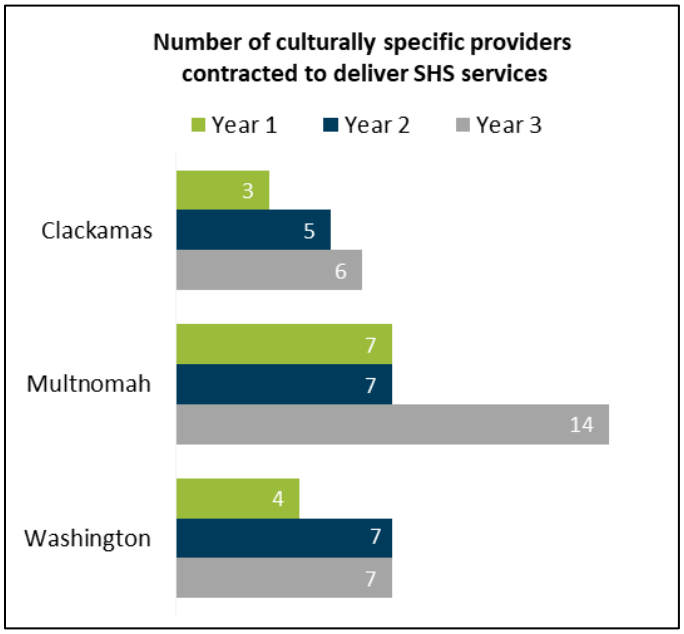
Equitable Service Delivery

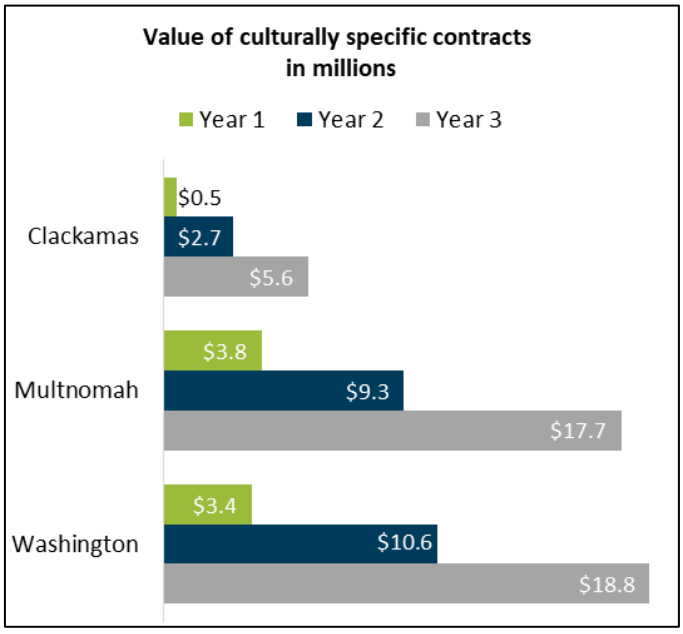
The SHS Work Plan identified two goals related to equitable service delivery:

1. Increase culturally specific organization capacity with increased investments and expanded organizational reach for culturally specific organizations and programs.
2. All supportive housing services providers work to build anti-racist, gender-affirming systems with regionally established, culturally responsive policies, standards and technical assistance.

Progress toward equitable service delivery goals

The SHS Regional Annual Report will provide detailed information about how counties are working to advance both of these goals. One key metric is the expansion of investments in culturally specific organizations over the fund's first three years:





Engagement and Decision-Making

The SHS Work Plan identified two goals related to engagement and decision-making:

1. Black, Indigenous and people of color are overrepresented on all decision-making and advisory bodies.
2. Black, Indigenous and people of color and people with lived experience are engaged disproportionately to inform program design and decision making.

Progress toward engagement and decision-making goals

All three counties have multiple advisory bodies that provide guidance on their SHS work, with significant representation from people of color and people with lived experience of housing instability or homelessness. The following table provides some illustrative examples:

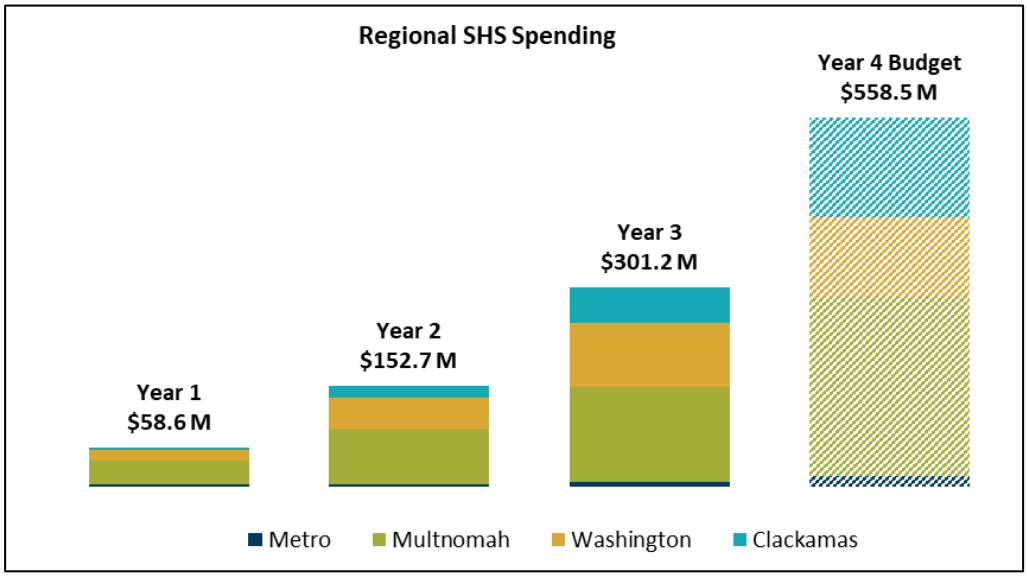
County	Advisory body	People of color	Lived experience
Clackamas	CHA Core Team	45%	73%
Clackamas	CoC Steering Committee	29%	29%
Multnomah	SHS Advisory Committee	75%	75%
Multnomah	JOHS Equity Advisory Committee	92%	92%
Washington	Homeless Solutions Advisory Council	45%	20%

FINANCIAL REVIEW

The Regional Annual Report will include a comprehensive financial review section as well as Metro's complete year three financial report in the exhibits. The information in this packet provides a high-level summary of key take-aways from Metro's review of the counties' annual financial reports. Metro is working with the counties to address missing, incomplete or mis-aligned data related to provider administrative rates and spending by Population A and B. Those data will be provided to the oversight committee once they are available.

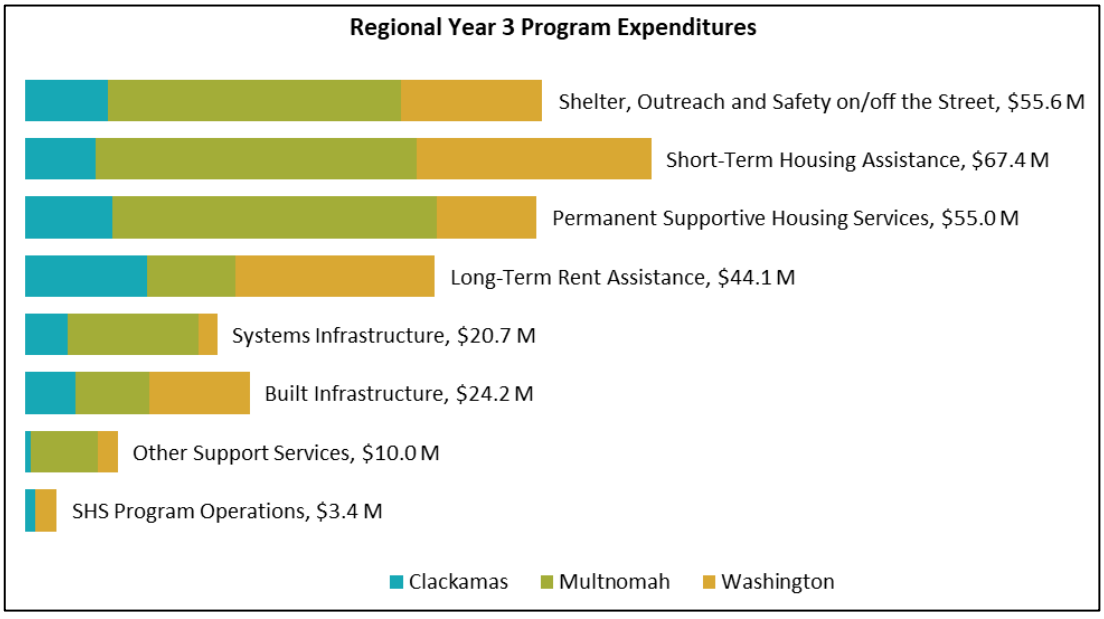
Trends in SHS spending

Regional SHS spending nearly doubled between years two and three, from $152.7 million in year two to $301.2 million in year three.



Program expenditures

The largest program spending category in year three was short-term housing assistance, representing just under a quarter of total expenditures. This was followed by shelter, outreach and safety on/off the street and permanent supportive housing.



Contingency and reserves

Counties allocated just under 30% of their total budgeted revenue in year three into reserve and contingency accounts. Multnomah County allocated 7%, Clackamas County allocated 11%, and Washington County allocated 57% based on anticipated actual expenditures in year three.

Year three revenue and expenses

Counties spent a total of 95% of FY 23-24 SHS revenue in year three and 45% of total SHS resources including prior year carryover.

Year three revenue and expenses (in millions)				
	Clackamas	Multnomah	Washington	Total
Prior year carryover	$92.7	$126.4	$115.5	$334.6
SHS program revenue	$66.1	$140.4	$103.3	$309.8
Other revenue	$3.2	$4.7	$6.6	
Total resources	$162.0	$271.5	$225.4	$658.9
Program costs	$54.4	$143.5	$96.2	$294.1
Total expense	$54.4	$143.5	$96.2	$294.1
Ending balance (incl. reserves)	$107.6	$128.0	$129.2	$364.8
% of FY 23-24 revenue spent	82%	102%	93%	95%
% of total resources spent	34%	53%	43%	45%

County administrative costs

Metro recommends that each county's program administrative costs do not exceed 5% of SHS program revenue. This does not include the administrative costs of service providers or regional long-term rent assistance (RLRA), which is tracked separately. Metro recommends that each county's RLRA administrative costs do not exceed 10% of total RLRA costs.

Administrative costs	Clackamas County	Multnomah County	Washington County	Regional total
County administrative costs as % of SHS program revenue (recommended limit is 5%)	4%	2%	2%	2%
RLRA administrative costs as % of RLRA costs (recommended limit is 10%)	5%	6%	2%	4%

Supportive Housing Services Oversight Committee
Planning Materials for Regional Annual Report

The Supportive Housing Services Oversight Committee is responsible for providing a report and presentation to Metro Council and Clackamas, Multnomah and Washington County Boards of Commissioners assessing the counties' performance, challenges and outcomes in year three of SHS implementation.

To support the committee's planning for the Regional Annual Report, this packet includes:

1. Regional Annual Report draft outline (p. 2-3)
2. Key data tables that will be incorporated into the Regional Annual Report (p. 4-5)

SHS YEAR THREE REGIONAL ANNUAL REPORT: DRAFT OUTLINE

1. **Transmittal Letter from Oversight Committee**
    a. SHS background and Oversight Committee's role
    b. Key highlights
    c. Key challenges
    d. Committee's 2025 recommendations

2. **Introduction**
    a. Goals of SHS measure
    b. Overview of report sections
    c. Context: SHS in relation to overall homeless services funding, other systems, systemic causes

3. **SHS Background**
    a. SHS ballot measure, guiding principles, equity focus, priority populations, service areas
    b. SHS accountability structure
    c. Funding allocations and requirements

4. **Progress Toward 10-Year Goals**
    a. Progress toward SHS regional goals
    b. Permanent supportive housing units created in relation to need

5. **Housing and Services**
    a. Housing placements:
        - Permanent supportive housing
        - Rapid rehousing
        - Regional long-term rent assistance
    b. Housing retention and returns to homelessness
    c. Homelessness prevention
    d. Emergency shelter
    e. Outreach

6. **Populations Served**
    a. Populations A and B
    b. Race/ethnicity
    c. Length of time homeless

7. **Provider Partnerships**
    a. Procurement strategies
    b. Service provider contracts
    c. Culturally specific provider contracts

8. **Capacity Building**
    a. County infrastructure and capacity building
    b. Provider capacity building
    c. Workforce and wage equity
    d. Contract administration
    e. Evaluation and performance improvement

9. **Cross-Sector Work**
    a. Cross-sector partnerships and programming
    b. Integration of health and behavioral health services into SHS programming
    c. Metro affordable housing bond alignment

10. **Regional Coordination**
    a. Tri-county planning body: overview of goals and progress toward regional implementation plan
    b. Health and housing integration
    c. Regional data systems and standards
    d. Regional long-term rent assistance
    e. Best practices and shared learning

11. **Progress in Advancing Racial Equity**
    a. Strategies to advance racial equity
    b. Counties' racial equity analyses methodologies
    c. Counties' racial equity analyses findings
    d. Continued disparities and counties' plans for next steps

12. **Performance Assessment**
    a. Assessment of counties' progress in achieving their LIP priorities and goals
    b. Assessment of counties' progress in achieving their year three work plan goals

13. **Financial Review**
    a. Tax collections and disbursements
    b. County revenue and carryover funds
    c. Counties' year-three budgets, expenditures and spend-down
    d. Multnomah County corrective action plan
    e. Spending by Population A and B
    f. Administrative spending
    g. Leverage
    h. Non-displacement of funds

14. **Looking Ahead**
    a. Metro's plans for moving forward the committee's 2025 recommendations

15. **Exhibits**
    a. Glossary of terms
    b. Progress report on committee's 2024 recommendations
    c. Progress report on Tri-County Planning Body regional goals
    d. Regional goals and outcome metrics from SHS Work Plan
    e. Counties' year three quarterly and annual reports
    f. SHS regional annual financial report

SHS YEAR THREE REGIONAL ANNUAL REPORT: KEY DATA TABLES

Regional capacity

SHS-funded PSH units added	Clackamas County	Multnomah County	Washington County	Regional total
Since July 1, 2021	930	1,515	1,610	4,055
In year three	412	308	286	1,006

Permanent supportive housing

Permanent supportive housing placements	Clackamas County	Multnomah County	Washington County	Regional total
Households placed in PSH in year three	412	442	399	1,253
People placed in PSH in year three	775	574	679	2,028

Rapid rehousing

Rapid rehousing placements	Clackamas County	Multnomah County	Washington County	Regional total
Households placed in rapid rehousing in year three	196	910	241	1,347
People placed in rapid rehousing in year three	472	1,510	521	2,503

Regional long-term rent assistance

RLRA (a subset of housing placements)	Clackamas County	Multnomah County	Washington County	Regional total
Households newly leased up using RLRA in year three	358	428	394	1,180
Total households in housing using RLRA in year three	766	826	1,262	2,854

Housing retention

12-month retention rate in year three	Clackamas County	Multnomah County	Washington County	Regional average
Permanent supportive housing	96%	89%	92%	92%
Rapid rehousing	93%	85%	81%	86%

Returns to homelessness

Returns to homelessness within 24 months	Clackamas County	Multnomah County	Washington County	Regional average
% of exits to permanent housing that returned to homeless service system	6%	19%	15%	13%

Homelessness prevention

Eviction/homelessness prevention	Clackamas County	Multnomah County	Washington County	Regional total
Households supported with prevention services in year three	1,228	334	1,565	3,127
People supported with prevention services in year three	2,679	398	4,443	7,520

Emergency shelter

Emergency shelter	Clackamas County	Multnomah County	Washington County	Regional total
Beds/units created or sustained in year three	210	800	420	1,430
Households served in year three	460	871	1,367	2,698

Populations A and B

People placed/served in year three	Clackamas County[1]		Multnomah County		Washington County		Regional average	
	Pop A	Pop B	Pop A	Pop B	Pop A	Pop B	Pop A	Pop B
Permanent supportive housing	74%	26%	81%	19%	87%	13%	81%	19%
Rapid rehousing	74%	26%	56%	44%	55%	45%	62%	38%
Preventions	0%	100%	13%	87%	6%	94%	6%	94%

Race and ethnicity

People placed/served in year three	PSH	RRH	Prevention	Total
People of color	51%	58%	62%	59%
Non-Hispanic white	46%	38%	37%	39%
Data not reported	3%	4%	2%	3%

[1] Clackamas County's Pop A and B figures for rapid rehousing and preventions are extrapolations due to incomplete data.

METRO SUPPORTIVE HOUSING SERVICES TRI-COUNTY PLANNING BODY

Monthly progress report | November 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***
Regional Landlord Recruitment	*Metro and county staff are continuing to coordinate on the implementation of strategies in the Regional Landlord Recruitment Regional Implementation Plan adopted by the TCPB, including meeting monthly in the Regional Landlord Recruitment Workgroup. Metro staff are working to create a webpage on Metro's website with information on county landlord financial incentives, as part of Plan's Strategy #1: Communication and education plan,*
Coordinated Entry	*The CE Regional Implementation Plan (CERIP) was approved by the TCPB on 10/9/24 and by Supportive Housing Services Oversight Committee (SHSOC) on 10/28/24. Work on the four strategies outlined in the CERIP (Regionalize visibility of participant data, align assessment questions, Regionalize approaches to prioritization for racial equity, Regionalize approach to case conferencing) has begun.*
Healthcare system alignment	*The regional planning workgroup with Health Share, Counties, and Metro, with support from Homebase is currently drafting the implementation plan with a focus on regional opportunities to support, supplement, and advance existing health and housing system alignment initiatives. The implementation plan is scheduled to come to TCPB in January 2025. The team will provide an update to the SHS OC in January and present the plan for OC approval in February. A data sharing workgroup continues to meet, learning from existing data sharing agreements (DSAs) across the region to discuss regional data sharing infrastructure and scope for the regional plan.*

Training + Technical Assistance	*The Regional Capacity Team is continuing to develop the framework for a training or certification for frontline housing and homeless service providers. This packet includes a research paper that outlines opportunities in post-secondary education and other existing certifications, like peer support. The team is now doing research on other potential opportunities, including workforce boards.* *The team is also moving forward on developing a technical assistance demonstration project that aims to pair PSH providers with consultants to benchmark their service delivery to national best practices and measure the impact of technical assistance interventions.* *Since provider feedback and buy in is core to the success of both of these projects, the team is conducting outreach to frontline service providers through county meetings and coalitions. We appreciate the counties for making space for us at their check ins with their contracted providers.*
Employee Recruitment and Retention	*We are meeting monthly with a tri-county workgroup to draft a regional plan, exploring concepts discussed in the June/July progress updates and opportunities to build on existing efforts in counties toward regional approaches. The Regional Implementation Plan is currently 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. In particular, we are tracking the recommendations of the state's Modernizing Grant Funding and Contracting Task Force, chaired by Mercedes Elizalde.*

**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, October 9, 2024
Time:	4:00 PM – 6:00 PM
Place:	Metro Council Chambers, 600 NE Grand Ave, Portland, OR 97232 and Zoom Webinar
Purpose:	The Tri-County Planning Body (TCPB) will receive a presentation and make a decision on Coordinated Entry Regional Implementation Plan

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Member attendees

Eboni Brown (she/her), Zoi Coppiano (she/her), Yoni Kahn (he/him), Nicole Larson (she/her), Sahaan McKelvey (he/him), Cameran Murphy (they/them), Cristina Palacios (she/her), Co-chair Steve Rudman (he/him), Monta Knudson (he/him)

Absent members

Co-chair Mercedes Elizalde (she/her), Yvette Marie Hernandez (she/her), Mindy Stadtlander (she/her)

Elected delegates

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

Absent delegates

Clackamas County Chair Tootie Smith (she/her)

County staff representatives

Clackamas County – Melissa Baker (she/her), Lauren Decker (she/her), Multnomah County – Christina Castaño (she/her), Katie Dineen (she/her), Washington County – Nicole Stingh (she/her), Kisa Quanbeck (she/her)

Metro

Abby Ahern (she/her), Giovanni Bautista (he/him), Liam Frost (he/him), Michael Garcia (he/him), Yvette Chavez (she/her), Lo Miranda (they/them), Patricia Rojas (she/her)

Kearns & West Facilitators

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

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

Tri-County Planning Body Meeting Summary

Welcome and Introductions

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

Co-chair Steve Rudman provided opening remarks.

The TCPB approved the September Meeting Summary. Washington County Chair Kathryn Harrington abstained.

Public Comment

No public comments were made.

Conflict of Interest

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

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

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

Eboni Brown declared a conflict of interest as Greater Good Northwest receives SHS funding. She noted her position is not funded by SHS.

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

Sahaan McKelvey declared a conflict of interest as Self Enhancement Inc (SEI) receives SHS funds. He noted that his position is not funded by SHS.

Staff Updates

Nicole Stingh, Washington County, provided an update on the programs Washington County has been building out and that 100% of the budget has been spent. She noted that revenue collections are lower than the forecast which means the County will look at programmatic reductions to avoid overspending.

Cristina Castaño, Multnomah County, shared that Multnomah County has launched two funding opportunities for survivors of domestic and sexual violence, and is piloting cross-sector case conferencing.

Yesenia Delgado, Metro, was not able to attend to provide an update from the Supportive Housing Services (SHS) Oversight Committee.

Ben proposed that Metro send an update over in writing to the TCPB.

Coordinated Entry Regional Implementation Plan

Abby Ahern, Metro, introduced herself and reviewed the TCPB Goal and Recommendations for Coordinated Entry. She presented a background overview and context of what coordinated entry is and reviewed the Racial Equity Lens Tool (RELT) that was used to review the Coordinated Entry

Regional Implementation Plan (CERIP). She invited county staff to speak about recent improvements to their coordinated entry systems.

Melissa Baker, Clackamas County, shared that Clackamas County has expanded its assessment capacity by 200% and is answering about 80% of calls received live. The County has also expanded its prevention and diversion programs by working with families and has diverted 32 individuals. She shared a story about a client who has been successfully housed through the program.

Katie Dineen, Multnomah County, shared that Multnomah County has redesigned its coordinated access assessment tool to address racial disparities, which will launch at the end of the month. The redesigning process was in coordination with community bodies over three years and is culturally responsive and trauma-informed.

Kisa Quanbeck, Washington County, shared that Washington County has updated its system known as Community Connect to support culturally specific providers. The updated assessment focuses on matching prioritization and they are looking at expanding the number of assessors.

Abby, Melissa, Katie, Kisa, and Lauren Decker took turns presenting the CERIP strategies. For each strategy, they reviewed the key deliverables, milestones, budget, metrics, and timeline. The four strategies are:

1) Regionalize visibility of participant data
2) Align assessment questions
3) Regionalize approaches to prioritization for racial equity
4) Regionalize an approach to case conferencing.

The overall budget for the four strategies is $1,195,000, with an additional $447,928 in proposed ongoing spending for Washington County's Community Connect, for a total budget of $1,642,928. The overall timeline would begin in October 2024, with refinement of objectives and strategies and partner engagement throughout 2025, with piloting and implementation in January 2026.

TCPB members and elected delegates had the following questions:

- **Question, Cristina P.**: Is language access provided for the phone lines? Do you have information on how many Black, Indigenous, or People of Color (BIPOC) or non-English speakers have been helped per county?
    - **Clackamas County response, Lauren**: Clackamas County provides language access. There are three bilingual Spanish assessors and an on-call line for other languages. We are tracking that data and can share it.
    - **Response, Washington County Chair Harrington**: That data must be tracked for the Annual Report for the SHS Oversight Committee.
    - **Multnomah County response, Katie**: Language access needs can be met, and that data is tracked. 77% of individuals placed in housing were BIPOC.
    - **Washington County response, Kisa**: We have a community phone line and at least half of those who answer calls are bilingual Spanish speakers. We have assessors who speak other languages and a language access line. That data is tracked in the annual report.
- **Question, Eboni**: Will there be prioritization in working with the counties to support individuals moving to other neighborhoods or counties where they feel safe and comfortable in their homes? I have heard some Black and Brown people do not feel safe in certain counties.

  - **Washington County response, Nicole Stingh**: The three counties are working on transfers to support that and are working with culturally specific providers.
  - **Multnomah County response, Katie**: That is a question included in the assessment, but there are funding limitations. Continuum of Care (CoC) projects do not support participants outside of the CoC area. RLRA can transfer across county lines.
- **Question, Washington County Chair Harrington**: Will this work begin in October 2024? All the milestones are in 2025, and completion ranges from 2026-2027. The coordinated entry graphic at the beginning of the presentation can be interpreted as individuals are being sorted into three separate counties, we lack graphics of where we are and where we are going and need to do a better job of storytelling and representing strategies and work.
  - **Metro response, Abby**: Yes, if approved the work would begin immediately.
  - **Clackamas County response, Lauren**: The graphic is not supposed to indicate three different counties, but that people are matched with the appropriate level of care.
- **Question, Cameran**: I am interested to hear more about what Multnomah County has done to realign the assessment questions and if it was done in coordination with a regional approach. I would like to hear more about Clackamas County's approach to case conferencing.
  - **Multnomah County response, Katie**: The County started the process before the SHS regional work, but did touch base and share analysis and learnings with the other counties. We want to be mindful of the engagement process and commitments to providers.
  - **Clackamas County response, Lauren**: We do case conferencing for four types of cases and pull a by-name list to identify barriers and problem-solve. We would like to get more provider participation, but it is successful in many ways.
- **Question, Yoni**: I want to be mindful of provider workflow. Strategies can impact workflow and could cause consequences and burdens. It is important to circle back on every assessment and set reasonable expectations for outcomes. Questions should balance between being broad and invasive. It is important to implement a true equity lens. I support an extended timeline as it is important to get the process right instead of just getting it done.
  - **Metro response, Abby**: Providers' experiences were kept in mind as the TCPB named this goal to regionally improve coordinated entry systems to serve providers. The RELT tool was created and implemented into each strategy.
- **Comment, Multnomah County Chair Jessica Vega Pederson**: The Joint Office of Homeless Services is nationally recognized for addressing disparities for racial equity and we are excited to make this regional. We also need to have flexibility for those who are not in the system yet and provide services. If we are putting a new shelter in and having a preference for certain neighborhoods, how is the system flexible? How are we recognizing the need for place-based access to services? This is a conversation I am interested in having in the future.
- **Question, Sahaan**: Who is the governing body for the Homeless Management Information System (HMIS)? Using the RIF to fund Community Connect does not fully align with designated regional items. What is the point of being regional while funding individual programs? If Community Connect is the best program it should be regionalized.

    - **Metro response, Abby**: The HMIS governing body is made up of the three counties and their staff members. One group makes decisions about what is happening on the ground, and the other looks at sustainable funding.
    - **Washington County response, Nicole S.**: Community Connect is not doing our own program but doing the work that is essential to doing coordinated entry.
- **Question, Nicole Larson**: Is the funding for Community Connect to support the program's regionalization or funding for administering the program?
    - **Washington County response, Nicole S.**: It is the cost of administering the program.
- **Question, Monta Knudson**: Is racial equity integrated with each strategy?
    - **Washington County response, Kisa**: The work is intertwined naturally as we put together the updated assessment questions and prioritization tools for the Chief Financial Officer to review. Equity is integrated into the review of the assessment and prioritization tools.
    - **Clackamas County response, Lauren**: The RELT tool will be used after every single step.

Ben asked the TCPB to vote on the CERIP as a whole and shared that anyone may propose a motion to separate the proposal into standalone items to approve. He shared that he would call on each member to share their thoughts, and then the TCPB would move into a formal vote.

Motion: Sahaan and Cristina P. motioned to vote on the CERIP as a whole.

TCPB members and elected delegates had the following comments:

- **Comment, Co-chair Rudman**: This group should think outside of the box, what is stopping the creation of a regional CoC? Last meeting the Regional Investment Fund (RIF) was discussed, and the Co-chairs will be meeting with Metro and county staff to discuss the RIF further.

Motion: Co-chair Rudman proposed to remove Community Connection from the CERIP for the time being and will circle back to the TCPB once the Co-chairs and jurisdictions completed their RIF conversations.

Ben asked the TCPB to vote on separating Community Connection from the CERIP.

Vote: Washington County Chair Harrington abstained. The TCPB approved separating Community Connection from the CERIP and circling back once the Co-chairs and jurisdictions completed their RIF conversations.

Ben asked the TCPB to discuss and then vote on the remaining four strategies of the CERIP.

TCPB members and elected delegates had the following comments:

- **Comment, Sahaan**: Any participant in any county should be able to enter into any coordinate entry system and decide where they want to go. I am planning to vote yes but want to note the following. The prioritization of the plan seeks to increase provider input, but no providers gave input on the plan. Thank you for changing the assessment tools and building capacity with culturally specific providers. I have seen a significant average score difference between 2-1-1 assessors and culturally specific assessors. Please clarify what is meant by lived experience, sometimes it can mean current traumatic lived experience, and other times it can mean those who have lived through that experience and can now provide reflections and perspective. It is important to take the time to do this right and to

do it quickly. I think case conferencing can increase efficiency, but do not think it should be used as a prioritization tool. That can increase subjectivity and create more back doors to the process.

- **Comment, Yoni**: I love the idea of regionalizing the visibility of participants to their data. I am curious about how this goal relates to others, specifically health and housing integration. I hear that there is rising acuity, perhaps there is potential for coordinated entry to link to a health plan, so individuals know where to go to address health needs.
    - **Metro response, Abby**: The healthcare housing integration plan is coming in January and connects to the CERIP with the assessment alignment questions.
- **Comment, Cameran:** Echo Sahaan's comments. I want a regional system that is accessible and seamless no matter what housing authority a participant connects with. I do not want any adverse impacts on providers or participants.
- **Comment, Zoi:** Excited to move this forward. I was an assessor of Community Connections and saw the evolution of trauma-informed questions.
- **Comment, Cristina P.**: Those with lived experiences should be compensated for their work. Being trauma-informed collects more data and is not a check-the-box exercise.
- **Comment, Nicole L.:** Excited to move this forward. Separating the Community Connection program is not about the validity of the program but appropriately allocating funding.
- **Comment, Washington County Chair Harrington:** The CERIP has been well researched and thought through.
- **Comment, Multnomah County Chair Vega Pederson:** I am supportive of this work. The TCPB needs to have a conversation in the future about regionalization and moving from one county to another as that is not how funding currently works.
- **Comment, Metro Councilor Christine Lewis:** The discussion is going in the right direction. We currently have three programs and regional strategies. I hope to get to the point where we see a regional program. I look forward to the conversations about what regionalization means.

Eboni and Monta had no comments.

Vote: The TCPB approved the CERIP with the removal of Community Connection.

Ben asked the TCPB to discuss and then vote on Community Connection.

TCPB members and elected delegates had the following comments:

- **Question, Multnomah County Chair Vega Pederson**: Will there be impacts for Washington County if this is not funded today?
    - **Washington County response, Nicole S.**: It is difficult to understand impacts today, the current fiscal year (through June 2025) is funded. I would like to circle back to this conversation. This could increase the funding deficit that is currently forecasted.
- **Question, Monta**: How much time do we have without causing impacts to Washington County?
    - **Washington County response, Nicole S.**: Before the budget begins July 1, 2025.
- **Comment, Co-chair Rudman**: This is indicative of a larger shift of RIF fund use, not just a tension point with this program. I suggest that the Co-chairs meet with staff and circle back. RIF funds are for regional strategies and efforts, the other 95% of tax funds can go towards these elements.
- **Question, Cameran**: I am not feeling prepared to vote on Community Connections. Can we vote next month?

    - **Metro response, Liam Frost**: This proposed investment is not the only one regarding the shift of RIF fund use. Metro will meet with county staff and Co-chairs to get ahead of that July 1, 2025 deadline and limit disruptions.
- **Comment, Washington County Chair Harrington:** I am not going to vote on this action. I am also confused by the previous meeting summary. I would like to see clear documentation of what happens with funding for all goal areas.
    - **Facilitator response, Ben**: Metro can follow up on a summary of funds being spent versus utilization.
- **Question, Eboni**: How much is the deficit and how much of Community Connection is for regionalization?
    - **Response, Washington County Chair Harrington**: There was a $21 million shortfall in collections.
    - **Washington County response, Nicole S.**: The funding is to run our coordinated entry system.
- **Comment, Nicole L.**: This emphasizes the value in clarifying language on what RIF funding is specifically spent on regionalization versus county programming. I do not want to see negative impacts from this. Is the RIF supposed to be spent to meet the goals even if it is not regional? Does it need to be regional and meet the goal? I don't know how to vote on that.
    - **Metro response, Abby**: That is for the TCPB to decide.
- **Comment, Zoi**: If the TCPB's goal is to regionalize coordinated entry, wouldn't this program move into that regional system?
- **Comment, Co-chair Rudman**: This is a good case of a larger point. Counties have budgeted items before with the RIF, but we have decided that the 2025-2026 fiscal year has a new process. We do not want to harm counties but be in the process together.
- **Comment, Cristina P.:** I am hesitant to make a decision, I believe in this work, but I do not want to give one amount of funds to one county and leave the others with less.

Vote: Zoi voted to approve. Washington County Chair Harrington, Multnomah County Chair Vega Pederson, Cameron, Nicole L., Yoni, and Eboni abstained. Ben stated that the vote failed.

Closing and Next Steps

Ben shared that the next steps are:

Next steps

- Metro staff to send an SHS Oversight Committee update over in writing.
- Co-chairs, Metro staff, and staff from the three counties to meet and discuss the next steps for RIF funding non-goal related items, including Community Connections.
- Metro to follow up with Washington County Chair Harrington on a summary of RIF funds being spent versus utilization.

Adjourn

Adjourned at 6:15 p.m.

The following materials were received during the meeting

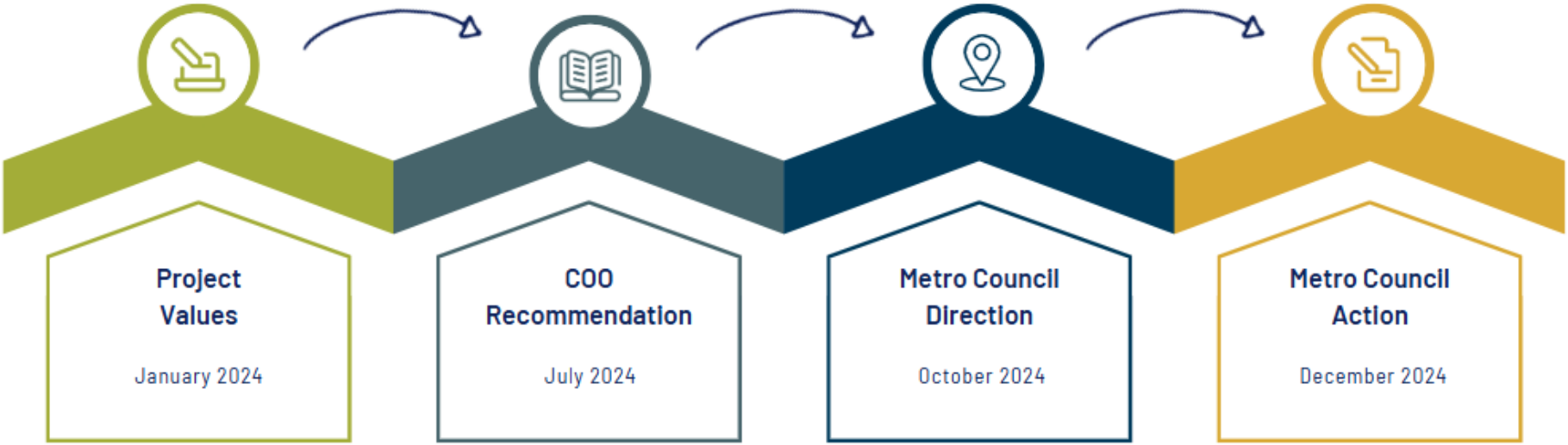
Regional Housing and Supportive Services Funding: Allocation

Metro Council Work Session

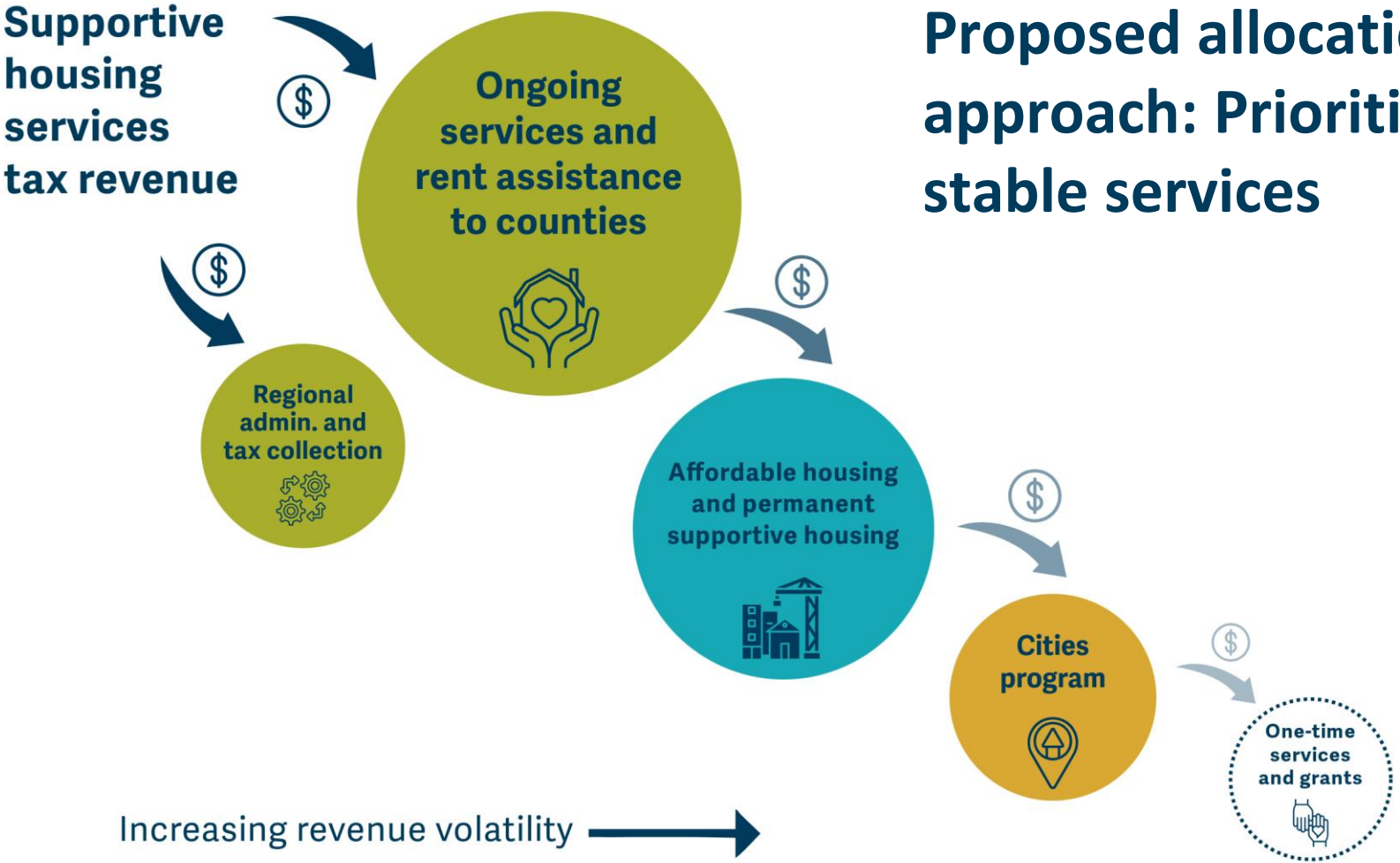
November 26, 2024

Metro

Process to date



Proposed allocation approach: Prioritize stable services



Regional admin and tax collection

Provides ongoing, stable funding for collection and administration

Supports accountability and transparency

Ongoing services and rental assistance

Creates stability for ongoing services: Reduces counties' need/frequency for unexpected cuts

Avoids SHS services funding cliff in 2031

Affordable housing and PSH

Avoids upcoming funding cliff, maintains pipeline

Helps reduce and prevent homelessness,
paired with services for lowest-income households

Cities program

Utilizes local and community knowledge for impact at a neighborhood scale

Rapid, high-impact investments in addressing homelessness

One-time services and grants

Allows flexibility and responsiveness to changing environment and needs

Can add to other buckets based on priorities

Considering scenarios

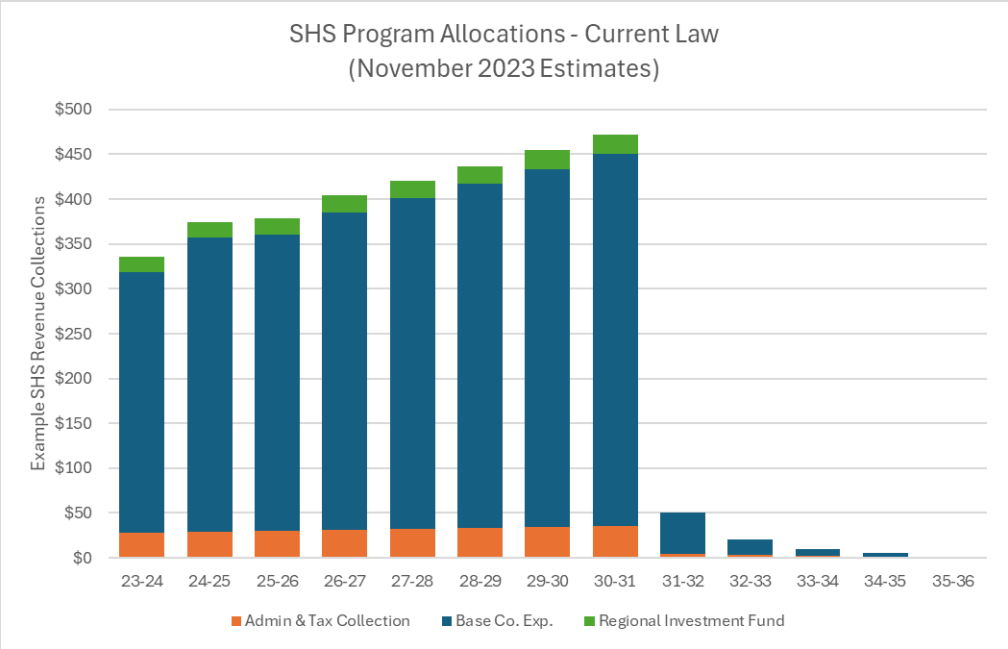
Metro

Scenario 0: Current Law

DRAFT SCENARIO FOR DISCUSSION 11/26

County allocations: set by existing formula

No additional allocations or distributions



Average Annual Allocations ($millions):

	Housing	Cities	Additional Services
FY2026-2030	$0	$0	$0
FY2031-2035	$0	$0	$0

DRAFT SCENARIO FOR
DISCUSSION 11/26

Scenarios 1 and 2: Assumptions

Indexing implemented for tax year 2026 and beyond

Inflation assumed at 3% per year for all expenditures/buckets

Sunset extended to 2050

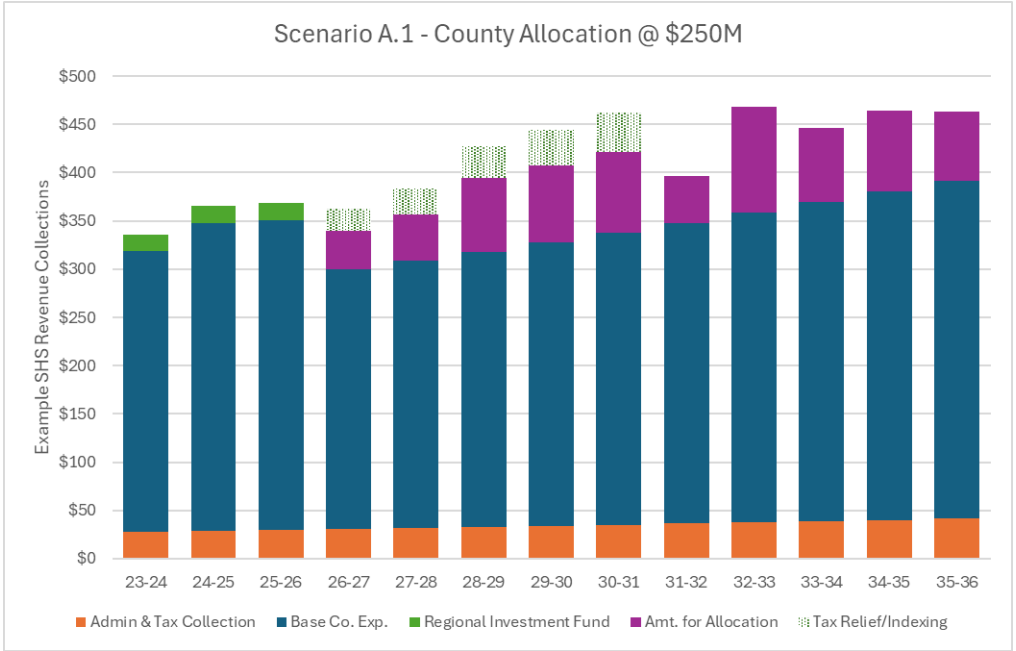
Personal Income Tax Rate:
.9% FY2026-2030, .75% FY2031-2050

Overall SHS Revenue Impact:
5.5% FY2026-2030, 13.75% FY2031-2050

DRAFT SCENARIO FOR DISCUSSION 11/26

Scenario 1

Initial County allocations: set at $250M
Initial Housing allocation: up to $50M
Initial City allocation: Up to $15M
Additional available for allocation: Remainder



Average Annual Allocations ($millions):

	Housing	Cities	Additional Resources
FY2026-2030	$0 - $42.2	$0 - $2.4	$0.0
FY2031-2035	$0 - $61.5	$0 - $18.5	$0.0 - $47.6

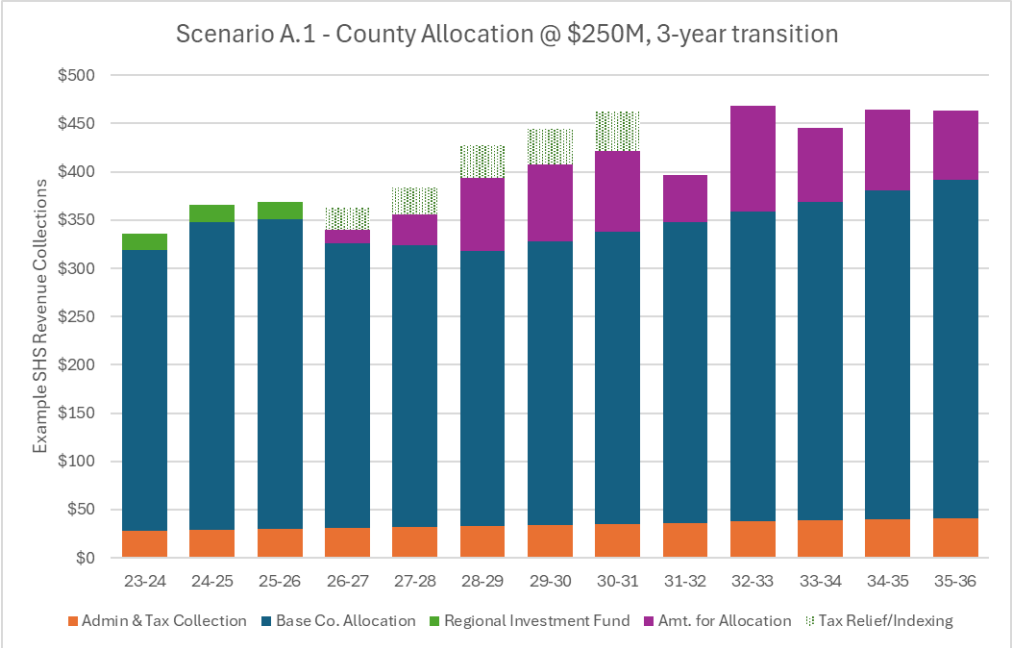
**This graph and table do not represent revenue projections. This is an illustrative scenario.*

Scenario 1: 3-Year Transition

DRAFT SCENARIO FOR DISCUSSION 11/26

Additional available for allocation phased in starting in FY26-27

Base county allocations fully reset in FY28-29



Average Annual Allocations ($millions):

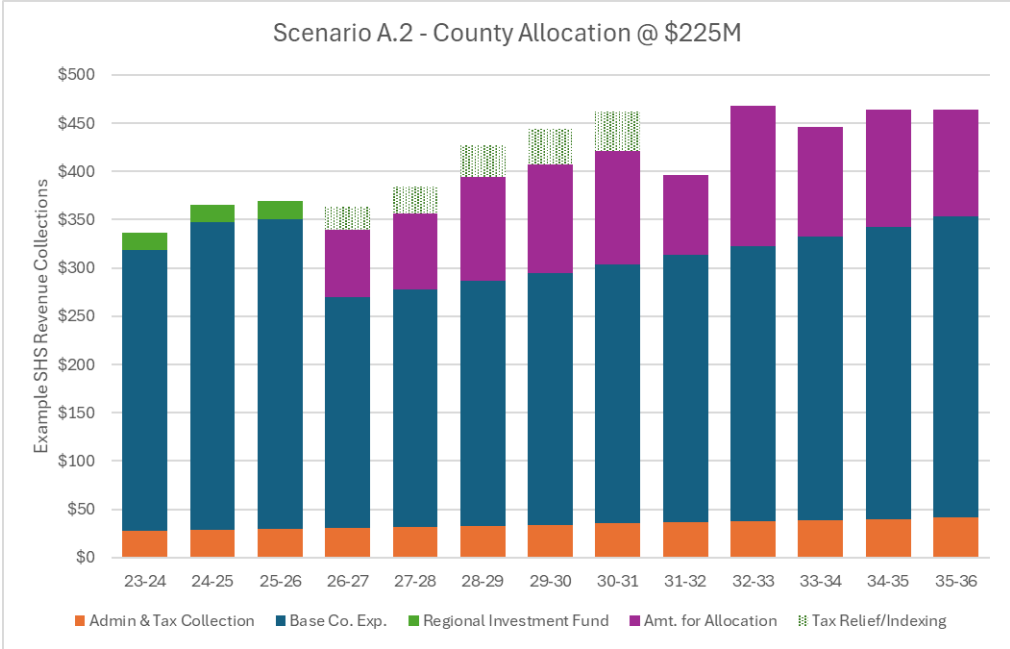
	Housing	Cities	Additional Resources
FY2026-2030	$0 - $31.3	$0 - $2.4	$0.0
FY2031-2035	$0 - $61.5	$0 - $18.5	$0.0 - $47.6

**This graph and table do not represent revenue projections. This is an illustrative scenario.*

DRAFT SCENARIO FOR DISCUSSION 11/26

Scenario 2

Initial County allocation: set at $225M
Initial Housing allocation: up to $50M
Initial City allocation: Up to $15M
Additional Available For Allocation: Remainder



Average Annual Allocations ($millions):

	Housing	Cities	Additional Resources
FY2026-2030	$53.1	$9.6	$5.5 - $50.0
FY2031-2035	$45.0 - $61.5	$3.7 - $18.5	$1.2 - $83.3

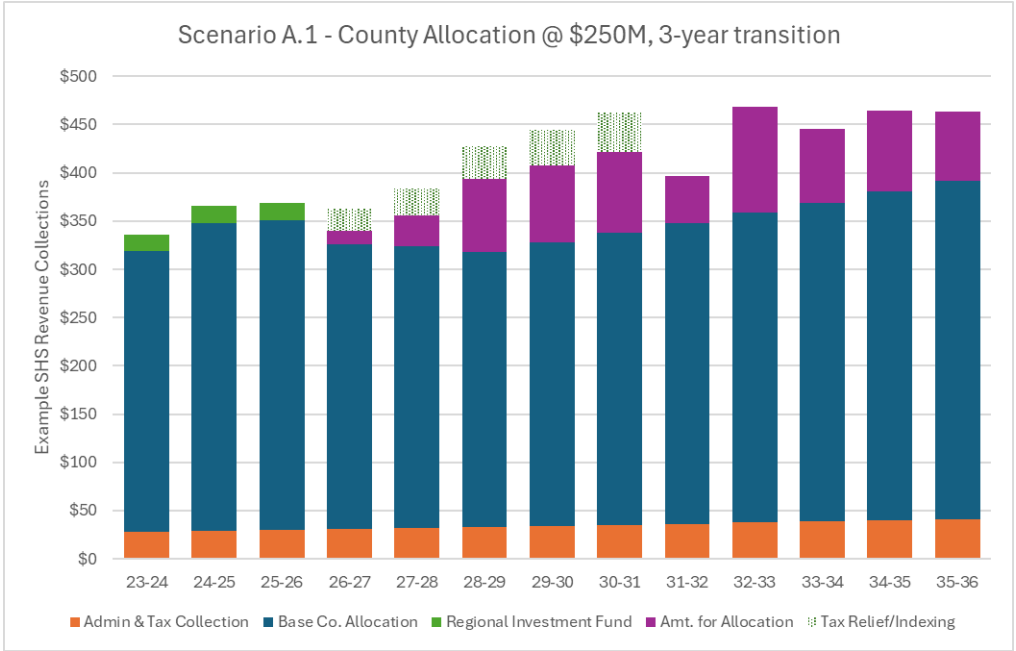
**This graph and table do not represent revenue projections. This is an illustrative scenario.*

Scenario 2: 4-Year Transition

DRAFT SCENARIO FOR DISCUSSION 11/26

Additional available for allocation phased in starting in FY26-27

Base county allocations fully reset in FY29-30



Average Annual Allocations ($millions):

	Housing	Cities	Additional Resources
FY2026-2030	$33.5	$0 - 9.6	$0 - $15.0
FY2031-2035	$45.0 - $61.5	$3.7 - $18.5	$1.2 - $83.3

**This graph and table do not represent revenue projections. This is an illustrative scenario.*

Program Expenditures and Allocations – FY27

	FY24 Actuals Adjusted for Inflation*	Scenario 1	Scenario 1 – Transition	Scenario 2	Scenario 2 - Transition
Clackamas	$54M	$57M	$63M	$51M	$62M
Multnomah	$139M	$122M	$134M	$108M	$132M
Washington	$93M	$90M	$98M	$80M	$97M

* 3%/year from FY2024

DRAFT SCENARIO FOR DISCUSSION 11/26

- Program expenditures include all spending except “built infrastructure”
- Significant variation in how counties budget
- Counties do not differentiate between ongoing vs. one-time expenditures in their financial reporting to Metro

Program Expenditures and Allocations – FY32

	FY24 Actuals Adjusted for Inflation*	Scenario 1	Scenario 2
Clackamas	$73M	$66M	$59M
Multnomah	$154M	$141M	$126M
Washington	$113M	$104M	$92M

* 3%/year from FY2024

DRAFT SCENARIO FOR DISCUSSION 11/26

- Program expenditures include all spending except “built infrastructure”
- Significant variation in how counties budget
- Counties do not differentiate between ongoing vs. one-time expenditures in their financial reporting to Metro

Council discussion

What questions and feedback do you have on the model?

Is this the right order of priority for the buckets? Is anything missing?

What is your preferred approach for transition to a new funding model?