



HB 2100 Task Force on Homelessness & Racial Disparities | MEETING SUMMARY

Meeting date | time January 3, 2022 | 8:00-10:00am | **Meeting location** Virtual

Facilitator Sophia Tzeng
Note Taker + Timekeeper Mary Frances Kenion

Task Force Members in Attendance: Andrea Ball, Sami Jo Difuntorum, Lizzy Atwood Wills, Jennifer Parrish Taylor, Paula Hall, Ariel Nelson, Marisa Espinoza, Sen. Dick Anderson, Rep. Wlnsvey Campos, Rep. Jack Zika, Marcus Mundy, Jimmy Jones

Additional attendees included members of the public.

AGENDA TOPICS

Agenda topic: **Icebreaker + Introductions** |

Task Force members kicked off the meeting by sharing “New Year’s Resolutions.” The range of responses from Task Force members included:

ICEBREAKER

<i>New Year’s Resolution</i>	
<i>Leave Behind 2021</i>	<i>Carry Forward 2022</i>
<ul style="list-style-type: none"> ● <i>Old habits and assumptions</i> ● <i>Fear</i> ● <i>covid-19</i> ● <i>Over-commitment of time</i> 	<ul style="list-style-type: none"> ● <i>To listen first and speak second</i> ● <i>Boundaries</i> ● <i>New personal habits</i> ● <i>More reading</i> ● <i>Say NO more often</i> ● <i>Standing in truth</i>

Agenda topic: **Task Force Goals + Outputs** |

The Facilitator shared the session goals and outputs. Goals included:

- Aligning on human-centered findings, including needs of those most impacted by our work, and Task Force needs to complete mission
- Clarifying emerging recommendations and approach

Desired kickoff meeting outputs included:

- Session capture
- Draft findings and recommendations

The Facilitator made note of process goal of refinement for 1/10/22 meeting and invited Task Force members to dialogue asynchronously via Slack or through attending Office Hours on Wednesday, 1/12 from 2-3:30 pm PT.

Agenda topic: Report Framework |



AUDIENCES
Who are key audiences for the report?

- Legislators
- OHC
- CAA
- League of Oregon Cities/Association of Oregon Counties
- CSOs
- CBOs
- Tribes
- Governor’s Office
- Foundations

Report Design

- Summarizes “findings and recommendations” of Section 3 (goals)
- To be submitted by 1/15/21 to appropriate Legislative Committee; email 2-page executive summary to every member of the Legislative Assembly + Administrator, with a copy to the Oregon Housing Stability Council
- *Use at least one year, to design change and propose metrics for success*
- *Surfaces problematic issues and “sparks notes” version with rec for more time, and “pilot ” concepts*

The Facilitator reviewed requirements laid out in HB 2100 for the Final Report of Findings and Recommendations and invited Task Force members to talk through a Problem Statement (see below).

HB2100 Task Force Findings - PROBLEM STATEMENT

Task Force Approach	<ul style="list-style-type: none"> • The timeline for this Task Force to complete its tasks is too short for something so significant. The practical challenges of HB 2100 implementation meant that the Task Force had only six weeks to meet, convene and collaborate over the holidays, when many members were unavailable. • Available data for homelessness requires improvement to be fully actionable. More research, discovery, and consideration is needed. • The current system and opportunities for change are complex and will require continuous learning, iteration and improvement over time, rather than one-off solutions. • Philosophical differences among key partners in the ecosystem of state services for homelessness require intentional change management processes and time to achieve enough alignment for transformative, long-term community impact.
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PLUS - what works	DELTAS - what to add or improve
	<ul style="list-style-type: none"> • The work of this task force aims to facilitate a system focused on being outcomes oriented • Timeline reinforces white supremacy • Improve language on first bullet to clarify - not invalidating our work

Task Force members were invited to refine language in real-time by adding plus and deltas to language above. Task Force members were presented with a high-level overview of the report outline delineated by included overview, findings, and recommendations.

Report Outline

OVERVIEW	FINDINGS	RECOMMENDATIONS
<ol style="list-style-type: none">1. HB 2100 Background2. Task Force Appointments3. Task Force Collaboration<ol style="list-style-type: none">i. Approach and Collaborationii. Research Protocols	<ol style="list-style-type: none">1. Summary2. Contexts and Trends3. Detailed Report<ol style="list-style-type: none">i. Ecosystem Change Modelii. Interview Findingsiii. Data Findingsiv. Survey Findings4. Task Force Problem Statements	

Agenda topic: Overview |

The Facilitator reviewed requirements outlined in HB 2100 Section 7 (see below):

HB 2100 Background HB 2100 Appointments HB 2100 Approach and Protocols Research Protocols (interview, survey, data)

TASK FORCE "CHARTER" - HB 2100 SECTION 7

1. Establishment
2. 19 Members + Appointments
3. TF Directives (see next slides)
4. TF Powers of Discovery
5. Quorum is Majority
6. Official Action requires Majority
7. Chairperson or Co-chairs
8. Vacancy appointments
9. Minimum monthly meetings before 1/31/21
10. Rules as necessary
11. OHCS staff support + provide facilitator
12. TF member reimbursement + stipend
13. State government agency information and assistance
14. Deadline for submitting report on Section 3 Findings and Recommendations to Legislative Assembly committee and OHSC - **January 15, 2022**

The Facilitator revisited context and trends impacting our work previously provided by Task Force members and offered an opportunity for Task Force members to provide additional notes real-time, (love, question, remove and comment):

CONTEXT AND TRENDS impacting our work

- Asterisk* - love
- Question? - unclear
- X - remove
- Comment

Global	<p>Climate Change. Results in immigrant and refugees. Wildfires, ice storms, heat waves devastate local response systems.</p> <p>Housing + Wage Gap. Housing is conditional, and there is a large wage gap between demographics</p> <p>COVID + Variants</p> <p>Future movements. There are those working towards a world where race doesn't predict how one fares and housing as a human right</p>	
National	<p>Root Cause Resistance</p> <ul style="list-style-type: none"> • Unwillingness to go to the root of inequity, governments have largely created the structure that allowed inequities to emerge. Little conversation about distributive justice, land reform. Lack of historical restitution. • Housing systems centered in oppression; Long history of social services/ social work perpetuating oppression; Housing access has always been unequal due to racist roots of housing system • Lack of true community collaboration - see how communities are designed versus how they are actually used <p>Racial Justice Visibility. Racial justice is more visible/ used as a term but not understood or committed to on a deep level. Wage disparity</p> <p>Inflation + Resources. impact of inflation on survivors ability to maintain housing. This is a national concern. More resources are needed to fully address the needs.*</p> <p>Growing BIPOC Population. Growing BIPOC population deserving more targeted services instead of continually being underserved*</p> <p>Criminalization of Homelessness. Increasing calls to criminalize homelessness</p>	
NOTES	<ul style="list-style-type: none"> • Criminalization of poverty more broadly • Increase in homelessness and unsheltered homelessness • Longstanding (and racialized) lack of social safety net compounded by pandemic and parallel large scale, multi-system crises 	<ul style="list-style-type: none"> • Lack of behavioral health workforce impacting the ability to support those experiencing homelessness • Lack of viewing the issue in an intersectional way - folks showing up in multiple identities

CONTEXT AND TRENDS (cont.)

- Asterisk* - love
- Question? - unclear
- X - remove
- Comment

State	<p>Lack of coordination and access</p> <ul style="list-style-type: none"> • Lack of coordination between government systems, private/public, and lack of access to those systems for culturally specific orgs, new/emerging community-based orgs. Legally, the State cannot contract directly with culturally specific agencies for anti-poverty programming - this is equal access issue • Need to grow our resource base, act in unity and advocacy for each other.* • System coordination and accountability** Seeking solutions solely at the program levels vs improvements at the structural level <p>Systemic Racism</p> <ul style="list-style-type: none"> • History of a *very* closed network of distribution. Systemic racism; BIPOC. The city feeling unsafe for Black people • Oregon's racist past (and some would argue present). Denial that systemic racism exists <p>Rising Inequity + Disparate Impacts</p> <ul style="list-style-type: none"> • increase of homelessness for trans-survivors of domestic and sexual violence. Specifically black trans women • Rising inequity - Inequities exist regardless of where you live, Identifying racial disparities at ALL levels of the system not just service providers. <p>Need for Funding and Resources</p> <ul style="list-style-type: none"> • Lack of political will to fund the values we say are important. Lack of land to develop for affordable housing across the board. Funding for under-resourced areas of the state <p>Blue State Bias</p> <ul style="list-style-type: none"> • Being a "blue state" many on the left/ liberals/ progressives won't acknowledge their racial biases or investment in unequal systems. Ensuring geographic equity.** <p>Rise in Unsheltered Homelessness</p> <ul style="list-style-type: none"> • Massive rise of unsheltered homelessness; enormous disabilities, barriers, and hostile local policies* <p>Rural Data</p> <p>Future movements. There is work towards affordable housing throughout the state with different types. Including SRO's. And Increase of Resources</p>	
NOTES	<ul style="list-style-type: none"> • Inconsistent accountability of outcomes towards reducing homelessness • (Why are SRO's called out?) - I would remove that, many low income folks, especially BIPOC and folks with disabilities have had to deal with substandard SRO housing and it can be a solution but also compound problems if not done well • Lack of capacity building focused on supporting providers to deliver best and promising practices as opposed repeating old ways of service delivery • Stuck in the "Oregon" way; what does that even mean 	<ul style="list-style-type: none"> • Re Data: considering how PIT counts don't cover all people experiencing homelessness, and therefore don't fully reflect the problem, leading to under-funding of the overall system • Again, lack of behavioral health and other social services workforce (caused in part by low wages for these industries) lead to a lack of supply and access

Task Force members reviewed and discussed the state ecosystem for decreasing racial disparity:

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY			
WHO	ROLE	GREATEST CHALLENGE	GREATEST OPPORTUNITIES
Political representatives	Represent constituents in State's budget and priorities	<ul style="list-style-type: none"> • Do not represent voting constituents' interests 	<ul style="list-style-type: none"> • No specific opinions • Bolstering statewide bridges between community and elected officials
OHCS	Determine priorities for and approach to funding for housing instability and homelessness	<ul style="list-style-type: none"> • The system is antiquated. 	<ul style="list-style-type: none"> • Statewide housing plan prioritizes homelessness needs • Defined seat at the table for entities to address equity and racial justice • Designated partners to create metrics that hold the state accountable

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY			
WHO	ROLE	GREATEST CHALLENGE	GREATEST OPPORTUNITIES
Community Action Agencies (CAA)	Administer funds and provide services to address housing instability and homelessness	<ul style="list-style-type: none"> Against CAA de-prioritization Not culturally specific Data and resources are not enough 	<ul style="list-style-type: none"> CAA-CSO Collaboration Options (<i>suggestions to explore include</i> - "Grow the pie" by using set asides or pilots for CSO's, Larger CSO's subcontract instead of cities, Pass-through funds to CSO's thru CAA, Require CAA RFP process for CSOs, CAA's are not the only eligible entities) Streamline contracting requirements CBO Access to state funding
League of Oregon Cities Association of Oregon Counties (Cities, Counties, Tribes)	Represent the interests of county and city governments across the state	<ul style="list-style-type: none"> Exclusion from Funding Conversations Lack of strategy and collaboration across organizations and jurisdictions Lack of access for tribes Lack of data 	<ul style="list-style-type: none"> Direct Contracting to CSO's Improve State Grant Process (<i>suggestions to explore include</i> - Make more accessible, Align applications across state agencies, Allow collaborative applications, Recommend reforming federal rules/requirements)

A Task Force member noted that CAAs could be considered culturally specific organizations. Another Task Force member noted that the definition of culturally specific organizations is prescribed in HB 2100 and the Facilitation Team provided the language directly from HB 2100 (please refer to the recording for a full record of the dialogue and chat).

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY			
WHO	ROLE	GREATEST CHALLENGE	GREATEST OPPORTUNITIES
CSO	Provide services to members of one or more specific communities	<ul style="list-style-type: none"> Lack of Funding Access and Resources Exclusive Reporting Requirements Lack of cultural understanding Powerful resistance to change 	<ul style="list-style-type: none"> Equity Approaches: Increase CSO capacity, lower barriers Direct Contracting
CBO	Provide services to all persons experiencing housing instability or homelessness	<ul style="list-style-type: none"> Lack of Funding Access + Capacity Need for cultural responsiveness among non-culturally responsive orgs Overburdening BIPOC folks and frontline workers 	<ul style="list-style-type: none"> Direct Contracting Targeted universalism Collaboration Opportunities , especially between CBOs and CSOs
NOTES			
<ul style="list-style-type: none"> CSO - CAA role is to serve anyone. Assumption is that CAAs don't have a culturally sensitive agenda or outcomes to serve. Thought CSO were about power at decision-making, rep boards, management - Do they serve populations? Intention v. impact - intention is to serve everyone; impact does not match. There are discrepancies in terms of who is being served. Is it possible to review the definition of CSO and culturally responsive org? (This def sounds more like CRO - white-led org that has a responsibility to be culturally responsive.) Under HB2100, much clearer definition of what CSO and CRO mean - would be helpful to look at the bill to take a moment - 			

The Task Force was provided a high-level overview of what to expect from discovery findings including an ecosystem power map, interview findings, data findings, and survey findings (see below).

Ecosystem Power Map

POWER MAPPING (also known as a Power Analysis) is an interrogation of power disparities and imbalances. It is important to learn where socio-political power is currently concentrated in order to move toward a world where decision-makers can be in "power with" communities, rather than continue to have "power over" them.

An ecosystem power map will allow you to see a broad overview of **relationships**, as well as **discover** hidden **complexities** and **connections**.

Interview Findings

	Whose perspective was captured?	Whose perspective still needs to be captured?
Ecosystem perspectives	<ul style="list-style-type: none"> Legislative, local governments or interest of local governments Community action agencies (CAAs) CSOs Homeless service providers in both urban and rural areas 	<ul style="list-style-type: none"> People with lived experience of homelessness ("LEH")
Intersectional perspectives	<ul style="list-style-type: none"> DV, sexual violence survivors 	<ul style="list-style-type: none"> Native American Persons w/LEH Hispanics w/LEH Asian/Pacific Islander Persons w/LEH African American Persons w/LEH LGBTQIA+ Elderly Disabled immigrants/refugees Impacted by COVID-specific

Data Findings

Race	Total Population	Poverty ¹	Homelessness ²
White	84.4%	78.8%	81.3%
Black	1.9%	3.7%	5.7%
Asian	4.4%	4.5%	0.8%
American Indian or Alaska Native	1.1%	1.9%	4.9%
Native Hawaiian or Other Pacific Islander	0.4%	0.6%	1.1%
Multiracial and Other	7.8%	10.4%	6.2%
Ethnicity			
Non-Hispanic/Latinx	87.0%	80.2%	90.6%
Hispanic/Latinx (of any race)	13.0%	19.8%	9.4%

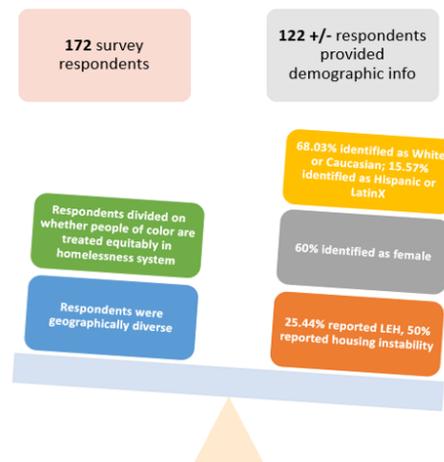
¹ACS 2019 5-year data; ²2020 Point-in-Time Count

Race	Sheltered Homelessness	Unsheltered Homelessness	Single Adults	Families
White	79.1%	82.7%	81.6%	80.2%
Black	8.1%	4.2%	5.6%	6.5%
Asian	1.0%	0.6%	0.7%	0.9%
American Indian or Alaska Native	3.8%	5.5%	4.9%	4.5%
Native Hawaiian or Other Pacific Islander	1.4%	1.0%	1.1%	1.5%
Multiracial and Other	6.6%	6.0%	6.2%	6.3%
Ethnicity				
Non-Hispanic/Latinx	89.2%	91.4%	91.8%	84.8%
Hispanic/Latinx	10.8%	8.6%	8.2%	15.2%

Data Source: 2020 Point-in-Time Count

Survey Findings - work in progress

- Stakeholder survey analysis underway
- Target release of analysis and survey findings: **Thursday, 1/7/22**



A Task Force member discussed the lead to lean into the data through the convergence or divergence of opinions and inquired about demographic measurements being universal measurements/not a gold standard. The Discovery Team shared that all findings will detail methodology and characteristics of data elements (how information was collected, verified, validated, etc.). It was noted that the stakeholder survey was only open for 1.5 weeks and gives important insights with some common themes – it is a baseline and a convenience sample.

Another Task Force member asked if demographics of respondents based on equitable treatment in the homelessness system were available. The Discovery Team noted that the demographic questions, like all questions, were optional but are available. Please refer to the recording for full dialogue.

Agenda topic: Problem Statements |

The Facilitator asked Task Force members to break into pre-assigned subcommittees, review and refine problem statements for HB 2100 Task Force Findings.

HB2100 Task Force Findings DRAFT PROBLEM STATEMENTS

<ol style="list-style-type: none"> 1. Break into subcommittees 1. Review draft “Problem Statements” 1. Refine through Plus/Deltas - individually, then review and add more as a group 	<table border="1"> <thead> <tr> <th colspan="2">SUBCOMMITTEES</th> </tr> </thead> <tbody> <tr> <td style="background-color: #4CAF50; color: white; text-align: center;">① Decrease Disparity</td> <td> <ol style="list-style-type: none"> 1. Marisa Espinoza 2. Senator Dick Anderson 3. Marcus Mundy </td> </tr> <tr> <td style="background-color: #4CAF50; color: white; text-align: center;">② Identify Needs</td> <td> <ol style="list-style-type: none"> 1. Ariel Nelson 2. Jennifer P. Taylor </td> </tr> <tr> <td style="background-color: #4CAF50; color: white; text-align: center;">③ Change Funding Structure</td> <td> <ol style="list-style-type: none"> 1. Sami Jo D. 2. Jimmy Jones 3. Lizzy Atwood Wills </td> </tr> <tr> <td style="background-color: #4CAF50; color: white; text-align: center;">④ Modify Contracting</td> <td> <ol style="list-style-type: none"> 1. Paula Hall 2. Andrea Bell 3. Representative WLnsvay Campos </td> </tr> </tbody> </table>	SUBCOMMITTEES		① Decrease Disparity	<ol style="list-style-type: none"> 1. Marisa Espinoza 2. Senator Dick Anderson 3. Marcus Mundy 	② Identify Needs	<ol style="list-style-type: none"> 1. Ariel Nelson 2. Jennifer P. Taylor 	③ Change Funding Structure	<ol style="list-style-type: none"> 1. Sami Jo D. 2. Jimmy Jones 3. Lizzy Atwood Wills 	④ Modify Contracting	<ol style="list-style-type: none"> 1. Paula Hall 2. Andrea Bell 3. Representative WLnsvay Campos
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① Decrease Disparity	<p>The cause of racial disparity among people experiencing homelessness is a complex “Rubik’s Cube” of factors, such as:</p> <ul style="list-style-type: none"> ● Insufficient housing resources perpetuate housing instability for all low-income Oregonians. ● Other publicly funded systems in exacerbate harm for people of color in Oregon, particularly the child welfare and criminal justice systems for individuals as they separate from those systems. ● Rural counties in Oregon include some of the most diverse in Oregon, but Portland receives more funding, with less people experiencing homelessness ● Structural obstacles to decreasing racial disparity include racial power dynamics, entrenched white dominant culture, general risk aversion, and the need for real-time environmental pressure and openness to learning and adaptation required to do the work necessary to move power and change systems.
PLUS - what works	DELTA - what to add or improve
<ul style="list-style-type: none"> ● Acknowledgement of racial disparity, even if insufficient response or strategy, is at least a start. 	<ul style="list-style-type: none"> ● Is the comment about rural counties receiving less funding taking into account difference in funding per capita? How does average rent and rent-to-income ratio for different regions figure in? ● Smaller/ emerging organizations (especially BIPOC-led) have little opportunity in the system as it stands now to build capacity ● ?Rural numbers - how were developed; what underlies? Acknowledgement of racial disparity, even if no ● Need to call out that more understanding of where disparities are is lacking and impedes progress to address these disparities in some parts of the system

② Identify Needs	<ul style="list-style-type: none"> • CAPO is currently the catch-all entity for identifying needs - and the primary eligible grantee. • There are not direct channels of communication for community-based organizations to request funding and support from the state to meet their communities' needs. • Cumbersome reporting requirements and limited capacity prevent historically minoritized communities from meaningfully participating, reporting and leading in decision-making as it relates to priority-setting, policymaking, and funding. • The lag in timely population data to inform funding formulas, particularly for quickly growing and/or migrating communities, prevents the federal government and state government from allocating funding based on real-time needs, which perpetuates the trend of insufficient resources statewide. 	
	PLUS - what works	DELTAS - what to add or improve
	<ul style="list-style-type: none"> • Overall, all of these are a good starting point but could be expanded 	<ul style="list-style-type: none"> • Add specific note that additional funding is needed to support capacity building/technical assistance to support homeless response system - this includes both the funder <i>and</i> grantees • Explain why it is problematic that CAPO is the catch-all entity for identifying needs (the lack of competition doesn't lead to innovation, need other organizations/voices to address challenges like bullet 4 above))

③ Change Funding Structure	<ul style="list-style-type: none"> • State funding mechanisms in Oregon do not have equity-based needs identification and decision-making (framework for reference). Oregon law requires the state to distribute money to CAAs through a non-competitive allocation formula with no equity prioritization factors. This is not aligned with consultation requirements of four federal acts. • System itself is under-resourced; need more state and federal resources for providers, including culturally specific and responsive, and Community Action Agencies. • Metrics are not enough— we need outcomes, and accountability for all people who need homeless services. 	
	PLUS - what works	DELTAS - what to add or improve
	<ul style="list-style-type: none"> • ? 	<ul style="list-style-type: none"> • ?

④ Modify Contracting	<ul style="list-style-type: none"> • Only Community Action Agencies are eligible to receive most types of funding with no competitive element • The state does not actually practicing procurement, rather sole sourcing: Oregon procurement allocations are loosely tied to the federal Community Services Block Grant (CSBG) allocation process, which has historically funded CAAs. There is no competition, no application - only implementation reports, a check -in-the-box exercise 	
	PLUS - what works	DELTAS - what to add or improve
		<ul style="list-style-type: none"> • The first statement is not action oriented; consider a statement that focuses on a contracting process introduces a framework and outcome measurements to strive towards • Specifying funding source outcomes by population (homelessness, unsheltered)

Agenda topic: Recommendations |

The Facilitator reviewed the Task Force solutions framework:

- A. **Shared power** - those with lived experience included in every step of the process, and at the table for all decision-making processes (policy, funding, program design, implementation)
- B. Standardize and require **demographically robust practices** to accurately reflect impact of racial disparities
- C. Require **affirmative marketing and culturally specific outreach** for folks least likely to respond or participate

D. Flexibility and Continuous Improvement - statutes and rules that support agency learning, experimentation and iteration that result in outcomes that are positive in reducing racial disparities

The Facilitator then introduced an activity for Task Force members to develop recommendations for two goals within each solutions focus (see below).

Group Activity

"A" = Decrease Disparity + Identify Needs
"B" = Funding Structure + Contracting

1. Select one of the following to develop recommendations for two goals within each Solution Focus

1. Shared Power A
2. Shared Power B
3. Demographically Robust Practices A
4. Demographically Robust Practices B
5. Affirmative Marketing and Culturally Specific Research A
6. Affirmative Marketing and Culturally Specific Research B
7. Flexibility and Continuous Improvement A
8. Flexibility and Continuous Improvement B

1. Go to your slide and develop

Note that these are verbatim what the Task Force members have generated so far. (If recommendations were blank, we used prior sessions' notes) These will be developed and circulated for review this weekend.

Task Force members self-identified areas to work through with content located in corresponding PDF of final slides (posted via Task Force website):

- Slides 37-38 focused on shared power
- Slides 40-41 focused on demographically robust practices
- Slides 43-44 focused on affirmative marketing and culturally-specific outreach
- Slides 46-47 focused on flexibility and continuous improvement

Following this activity, Task Force members were offered an opportunity to reflect:

REFLECTIONS

A Shared Power	B Demographically Robust Practices	C Culturally Specific Outreach	D Flexibility + Continuous Improvement
<ul style="list-style-type: none"> • I think we also need to uplift that folks need to be compensated for their time in this process of shifting power 			

A Task Force member asked what the final process looks like. The Facilitator noted ideally the Task Force would receive draft insights/discovery to review on a target date of Friday, 1/7, be prepared to refine recommendations and vote on Monday, 1/10 but that a vote might need to be scheduled for later in the week. The Facilitator further noted that Office Hours will be available on Wednesday 1/12 from 2-3:30pm. The Discovery Team suggested that it may be helpful for a brief presentation of Discovery Team

recommendations based on emergent strategies from other places. It was noted by a Task Force member that in reviewing the recommendations some are very tactical compared to some that are very visionary and reforming – how do we navigate the differences? The Facilitator noted that this is a symptom of the timeline and could be named in the report.

Agenda topic: Next Steps & Closing |

Next steps that Task Force members could anticipate included:

- Synthesize Session 4 and Share Back
- Survey Report/Discovery Report Draft
- Postwork/Prework (continuation)
- Sign onto Slack, join Subcommittees, and give feedback (Task Force Members)

The Task Force meeting was concluded at 10:00 a.m.