Design Day ICEBREAKER

What is your freezing point? *(That makes you say slow down/stop!)*	What is your burning concern? *(That makes you move forward?)*
- Timeline - Data quality - Complexity of the current system - Polarization + philosophical differences - pressure and polarization - Denial of racism/racist system	- Urgency to address racial disparities and inequity - Opportunity to align the ecosystem for long-term, transformative community impact - That folks are coming to the conversation with a specific viewpoint without being open to what their potential blindspots may be - Change that incorporates racial equity and addresses disparities is long overdue - burning concerns: racial equity and real-world effectiveness/outcomes around the state - racial equity and real-world effectiveness/outcomes around the state - The extraordinary point-in- time to effect lasting change

HB 2100 Task Force

S3 Design

WELCOME HB 2100 TASK FORCE!

Ariel Nelson *(she/her)*
Lobbyist – League of Oregon Cities

Xan Augerot (she/her) in as proxy for Lizzy Atwood Wills (she/her)
Legislative Affairs Manager – Association of Oregon Counties

2nd CO-CHAIR Jimmy Jones unable to join today (he/him)
Executive Director – Mid-Willamette Valley Community Action Agency

Paula Hall (she/her/hers)
CEO – Community Action Program of East Central Oregon(CAPECO)

CHAIR Jennifer Parrish Taylor (she/her/hers)
Director of Advocacy & Public Policy, Urban League of Portland

David DiMatteo (He/Him)
Director of Economic Justice– Latino Network

1st CO-CHAIR Katrina Holland (she/her/hers)
Executive Director – JOIN

Marisa Espinoza (she/her)
Policy and Systems Advocate – Northwest Pilot Project

Gustavo Morales (insert pronouns)
Executive Director - EUVALCREE

Vanessa Timmons unable to join today (she/her)
Executive Director – Oregon Coalition Against Domestic & Sexual Violence

Alan Evans (He/Him)
Founder and Executive Director - Helping Hands reentry Outreach Centers Oregon

Nicole Withham (insert pronouns)
Northern Jackson County Community Member

Sami Jo Difuntorum (she/her)
Housing Executive Director – Siletz Tribal Housing Department

Andrea Bell (she/her)
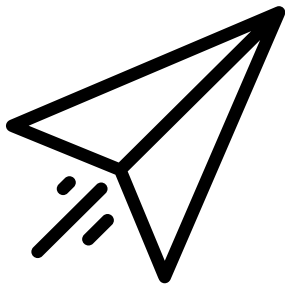Director of Housing Stabilization – Oregon Housing & Community Services

Rep. WInsvey Campos (she/her)
Speaker's Office

Rep. Jack Zika (insert pronouns)
Speaker's Office

Senator Kayse Jama (insert pronouns)
President's Office

Senator Dick Anderson (insert pronouns)
President's Office

Marcus Mundy (he/him/his)
Executive Director, Coalition of Communities of Color

S3 AGENDA

Dec 27, 2022

KICKOFF: icebreaker

TASK FORCE

PROCESS + CHARTER

FACILITATION + APPROACH

REPORT DESIGN

EMPATHY MAPPING (human to system)

RECOMMENDATIONS DESIGN

CLOSING: NEXT STEPS + PLUS/DELTAS

Note: This is a recorded public meeting.

SESSION 3 GOALS

- Align on Task Force process and criteria for deliverables

- Center our work on people - the experience and needs of persons experiencing homelessness affected by racial disparity in Oregon, and those whose alignment is needed for success
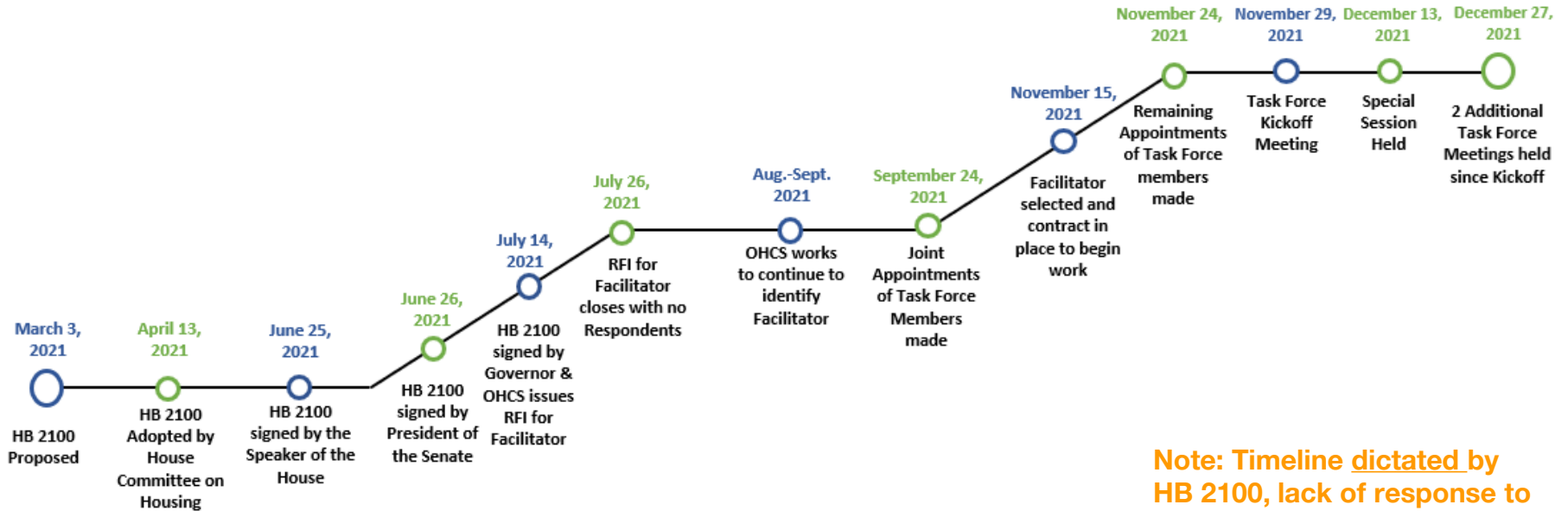
- Draft emerging solutions

OUTPUTS

- S3 Capture

- (?) Draft Findings and Recommendations for Subcommittee Development and Iteration

TASK FORCE
PROCESS + CHARTER

DISCUSS: Task Force Process

CONCERNS	FOR DISCUSSION AND FEEDBACK
- Timeline - Data quality - Complexity of the current system - Polarization + philosophical differences - Resistance/refusal to acknowledge requirement and reasons for change - Need for alignment across the ecosystem for long-term, transformative community impact	- Build into mandated 1/15 report + recommendations: - Agreed-upon key shifts - More time throughout 2022 for TF to - Conduct discovery - Build understanding - Develop, review and consider solutions "Pilot" prototypical approaches, including a change management process

Timeline: How We Got Here

March 3, 2021
HB 2100 Proposed

April 13, 2021
HB 2100 Adopted by House Committee on Housing

June 25, 2021
HB 2100 signed by the Speaker of the House

June 26, 2021
HB 2100 signed by President of the Senate

July 14, 2021
HB 2100 signed by Governor & OHCS issues RFI for Facilitator

July 26, 2021
RFI for Facilitator closes with no Respondents

Aug.-Sept. 2021
OHCS works to continue to identify Facilitator

September 24, 2021
Joint Appointments of Task Force Members made

November 15, 2021
Facilitator selected and contract in place to begin work

November 24, 2021
Remaining Appointments of Task Force members made

November 29, 2021
Task Force Kickoff Meeting

December 13, 2021
Special Session Held

December 27, 2021
2 Additional Task Force Meetings held since Kickoff

Note: Timeline dictated by HB 2100, lack of response to initial RFI, delays in appointments of Task Force members, special session, and holidays

Task Force "Governance"

QUESTIONS FROM LAST WEEK	TASK FORCE "CHARTER" - HB 2100 SECTION 7
1. *Are we consensus or majority, or how do we make decisions together?* 2. *If not consensus, how will minority opinions be reflected?* 3. *How are we operationalizing racial equity into our governance structure and processes?* 4. *Do we establish guiding principles that center work in racial and social justice?* *Comments/Questions Today?* ● *None noted*	1. Establishment 2. 19 Members + Appointments 3. TF Directives (see next slides) 4. TF Powers of Discovery 5. Quorum is Majority 6. <u>Official Action requires Majority</u> 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 <u>facilitator</u> 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**

TASK FORCE
FACILITATION + APPROACH

ASCETA Approach

We help mission-driven teams find their forward in a way that is transformative, inclusive and impactful.

Our unique approach applies equity-based principles of human centered design, management expertise, and executive learning with organizational development theory to achieve alignment and inclusion across a diversity of perspectives, industries, demographics and agendas. Deep insights and powerful results emerge from thoughtful discovery, generative processes and the use of adaptive frameworks to drive information sharing, authentic adaptation and collaborative decision-making.

HUMAN-CENTERED

We approach every inquiry and encounter with the questions: What is essentially human? What do people really feel and think? What deep needs need to be addressed?

DEVELOPMENTAL

We optimize every encounter and activity to inspire creativity, stimulate insight, and engender reflection and transformative learning. We target the mechanisms that provoke or prevent adaptation, and address the interconnections between people, organizations, industries, culture, and society.

SYSTEMIC

Addressing the interconnections between people, organizations, industries, culture, and society, as well as the assumptions, behaviors and structural mechanisms (like law and governance) that perpetuate or prevent adaptation.

ASCETA

ASCETA Approach

an inclusive, trauma-informed, design-based approach to help people and systems adapt

GROUND	DISCOVER	DESIGN-BUILD	ITERATE	IMPLEMENT

Baseline alignment of stakeholder groups as to our approach, including how we will proceed, what to expect, and how to prepare.

During this phase, come to mutual understanding of challenges, aspirations, needs, work done so far, resources, gaps and perspectives.

Test and align on approach, key commitments and shared direction. Prototype deliverables.

Stimulate reflection and awareness, iteration and input among the ecosystem. Co-create an effective path and practices.

Compilation and synthesis of all outputs into a "capture" doc, plan presentation. Refinement and recommendations to "practice" and align next steps with decisions and new direction.

GROUND
- What is our shared purpose, approach and vocabulary?
- What are our "ground rules" for proceeding, and how will we hold one another accountable?
- What are each of our roles and responsibilities in this process?
- How do we ensure safety?
- How will we address issues of systemic oppression and privilege?
- How do we encourage and support full participation?
- What do we believe about those who participate less?

DISCOVER
- Whose voices need to be heard? Who are the humans we are designing for?
- Whose participation is required for success?
- What needs and motivations must we address?
- What are obstacles to trust and alignment?
- What are opportunities for trust alignment?
- How will we proceed together?

DESIGN-BUILD
- How will we know we've succeeded?
- What outcomes can we agree upon?
- What criteria or constraints must we abide by?
- How might we best solve for key challenges and needs?
- What "prototypes" or possible solutions might we consider?

ITERATE
- Whose feedback do we need, and how might we obtain it?
- How might we test and improve our process?
- How might we adjust our approach to improve outcomes?

IMPLEMENT
- What is required?
- What will we start, stop and continue?
- How do we address challenges and opportunities?
- What key insights emerged?
- What have we learned, and how might we build on new learnings?

ASCETA

Facilitation Team + Activities

Sophia Tzeng
Design Process &
Facilitation Lead

Emily Lindsay
Change Facilitator

Ramon Valdez
Communications and Project Support
ASCETA Operations

Inclusive Process
- **Process architecture** and facilitation
- **Task Force Work Sessions** (monthly remote up to three hours each, or divided as needed)
  - **Agenda Design Meetings** (monthly remote up to 45 minutes each)
- **Check-in Meetings** with Project leads (monthly)
- **Communications** including updates, key event reporting, digital communications and PR collaboration with Task Force and stakeholders

Discovery Team + Activities

Mary Frances Kenion
Project Manager

Kira Zylstra
Racial Equity SME

Alicia Nevaquaya
Tribal Nations SME

Ziggy Keyes
Youth & Young Adult SME

Kenisha Bryant
Project Support

Michael Thomas
Project Support

Abby Miller
National Homelessness Expert

Donald Whitehead
Racial Equity Expert

Jeff Olivet
Racial Equity Expert

Kavita Singh Gilchrist
Racial Equity Expert

Brittani Manzo
Policy Strategist & Intergovernmental Affairs Expert

Emerging Learning
- Interviews (19)
- Survey (300+) with Synthesis Insights Development
- Data, policy and financial research and analysis

Deliverable (est. 1/7)
Homelessness + Racial Disparities Report

Task Force Workplan: until 1/15/22

	Grounding	Discovery			Design	Iteration	Implementation
	Week of 11/29	Week of 12/6	Week of 12/13	Week of 12/20	Week of 12/27	Week of 1/3	Week of 1/10
Task Force	S1: KICKOFF *1.5 hrs*	*3 hrs, w/Prework* ***Interviews (19)***		S2: SYNTHESIS *2 hrs, w/Prework*	S3: DESIGN *2 hrs, w/Prework*	S4: IMPLEMENTA-TION *2 hrs, w/Prework*	S5: REFINEMENT **1/15 submission**
Stakeholders		Survey and Insights Development Interviews Data, policy and financial research and analysis Workshops as needed			Further Survey, Interviews, Workshops and Research As Needed		
Project Leads *Chair and Co-Chair*		Weekly check-In w/Agenda Design	Weekly check-In w/Agenda Design	Weekly check-In w/Agenda Design	Weekly check-In w/Agenda Design	Weekly check-In w/Agenda Design	Weekly check-In w/Agenda Design
OUTPUTS	Roadmap Discovery Plan	Draft Discovery and Insights Report Draft Design Framework			Iterated Framework +Draft Solutions Draft Phase 2 Framework		Final Report + Recommendations

ASCETA

Weekly until 1/14						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
12 noon Questions + feedback to facilitator/pm *From all TF*	8 am Task Force Meeting *Full TF*	*TBD Subcommittee meetings (5)**	*TBD Subcommittee meetings (5)**	*TBD Subcommittee meetings (5)**	TBD Agenda review meeting *Chairs*	8 am Prework issued *To all TF*

*Subcommittee meetings may be 15-30 minute check-ins to share materials and/or asynchronous via Slack channel

DRAFT Implementation Roadmap

	JAN	FEB	MAR	APR	MAY	JUN	JUL
Implementation							
Task Force	1/14 Report + Recommendations	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING
Stakeholders		Continuing discovery and learning TBD			Continuing discovery and learning TBD		
Project Leads *Chair and Co-Chair*	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design
OUTPUTS	Roadmap (Plan for the Plan)		Evolving Implementation Plan Discovery Reports (as needed) Continuing Recommendations			Task Force Continuation Decision And Planning	

Task Force Collaboration

REMOTE COMMITMENTS	INTERPERSONAL COMMITMENTS
1. Share your thoughts - aloud or write it on the doc 2. Mute if not talking 3. Crafting is encouraged (it helps me to focus to do something with my hands) 4. Snacking welcome! 5. Pets included 6. Children and Grandchildren	1. Give grace and forgiveness 2. Take space and make space - openly share and support your colleagues as they openly share experiences 3. Take good care - manage your boundaries 4. Engage in lively conversation, even if it feels awkward 5. Be thoughtful and compassionate 6. Does it need to be said, does it need to be said by me, does it need to be said by me right now

ASCETA

REPORT DESIGN

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

AUDIENCES *Who are key audiences for the report?*	HOPES *How might the report be used + referred to, and for how long?*	REQUESTS *What would you like to see / not see?*
- Legislators - OHC - CAA - League or Oregon Cities/Association of Oregon Counties - CSOs - CBOs - Tribes - Governor's Office - Foundations	At least 1 year, to design change and propose metrics for success	- Opportunity to surface problematic issues and "sparks notes" version with rec for more time "pilot " concepts

HUMAN CENTERING

HUMAN-CENTERING THE STATE ECOSYSTEM TO DECREASE RACIAL DISPARITY
via funding structure, needs identification, contract modification redesign

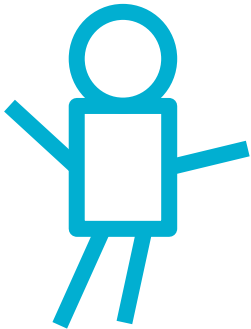| *Persons with lived experience of homelessness impacted by racial disparity (LEH)* |
| --- |
| White Persons w/LEH |
| Native American Persons w/LEH |
| Hispanics w/LEH |
| Asian/Pacific Islander Persons w/LEH |
| African American Persons w/LEH |
| *Who has an even more challenged experience because of their intersectionality?*
 LGBTQIA+, elderly, disabled, immigrants/refugees, COVID-specific data, |

Work in Progress?

A Day in the Life…
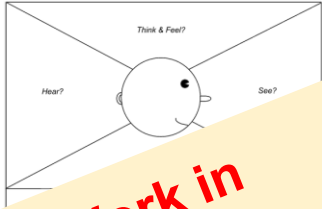
Work in Progress

EMPATHY MAP			
What do they THINK	**What do they FEEL**	**What do they HEAR**	**What do they SEE**
• ? • ? • ? • ?	• Futility and resentment • ? • ? • ?	• ? • ? • ? • ?	• More barriers to access • ? • ? • ?

What causes me GREATEST PAIN	What gives me a sense of GREATEST GAIN
• ? • ? • ? • ?	• ? • ? • ? • ?

OPEN QUESTIONS???
• Insert Text • Insert Text

HUMAN-CENTERING
STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY
(via funding structure, needs identification, contract modification)

WHO	DO (current state)
Political Representatives	Represent constituents in State's budget and priorities
OHCS	Determine priorities for and approach to funding for housing instability and homelessness
Community Action Agencies (CAA)	Administer funds and provide services to address housing instability and homelessness
League of Oregon Cities Association of Oregon Counties	Represent the interests of county and city governments across the state
Culturally-specific service organizations/departments (CSO)	Provide services to members of one or more specific communities
Community-based service organizations (not culturally specific) (CBO)	Provide services to all persons experiencing housing instability or homelessness
Foundations Governor's Office Criminal Justice	

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY
(via Interviews - funding structure, needs identification, contract modification)

WHO	GREATEST CHALLENGE TO ADDRESSING RACIAL DISPARITY	GREATEST OPPORTUNITIES TO ADDRESS RACIAL DISPARITY
Group 1: **Political representatives**	• Not representing their vocal/voting constituents' interests • Pressure from	• No specific opinions • Bolstering statewide bridges between community and elected officials
Group 2: **OHCS**	• Something big needs to change; the system is antiquated.	• Homelessness needs are prioritized in statewide housing plan. • Need a defined seat at the table with authority for 1 or more entities to address equity and racial justice as their core mission • Designated partners to create metrics that hold the state accountable

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY
(via Interviews - funding structure, needs identification, contract modification)

WHO	GREATEST CHALLENGE TO ADDRESSING RACIAL DISPARITY	GREATEST OPPORTUNITIES TO ADDRESS RACIAL DISPARITY
Group 3: **Community Action Agencies (CAA)**	• Do not share the opinion that racial disparities exist. • Committed to maintaining funding structure the same at recipient level - against deprioritization of CAAs as the only eligible entities • Adapting to inclusive state funding structure where CAA's are not the only eligible entities • Do not believe that disparities will decrease with other eligible entities at the funding table. ? • Data system that accurately reports numbers served • Insufficient resources to pay staff adequate wages to delivery services. • Not created as a culturally-specific organization • Not required to fund culturally specific services or organizations, nor meeting disparities - too much subjectivity	• Adapt to inclusive state funding structure where CAA's are not the only eligible entities • Streamline contracting requirements • "Grow the pie" by using set asides or pilots for CSO's. • Have larger CSO's step in to subcontract instead of cities • Interagency collaboration • Pass through funds to CSO's through the CAA as a contractual requirement. • Require CAA's to have a RFP process to allow CSO's to apply for funding • Allow CBO's access to state funding • ?
Group 4: **Cities** **Counties** **Tribes**	• Not being part of the conversation • Lack of data • Lack of coordination/disconnect between state policy/funding discussion and decisions and local/regional discussions/funding • Missing a targeted approach to homelessness • Missing access to resources (tribes) • Lack of collaboration across jurisdictions • Lack of common goal	• Direct contracting opportunities/eligibility to address racial disparities • "Grow the pie" by creating special funds for CSO's • Improve state grant/application processes, make more accessible across populations • Align applications across state agencies (need to layer funding), support collaborative applications • Make recommendations for reforming federal rules/requirements

STATE ECOSYSTEM FOR DECREASING RACIAL DISPARITY
(via Interviews - funding structure, needs identification, contract modification)

WHO	GREATEST CHALLENGE TO ADDRESSING RACIAL DISPARITY	GREATEST OPPORTUNITIES TO ADDRESS RACIAL DISPARITY
Group 5: **Culturally specific service organizations/ Departments (CSO)**	• Not having access to funding • Being able to attract staff due to lack of funding • Reporting requirements from funders • Work is focused on the symptoms and not the sources of the issue (houselessness) • Resources are not proportional to the reality of need • Lack of cultural understanding - the fear of being seen as "racist" gets in the way of moving the conversation forward • The system will fight change unless power holders cede their power • The process of change as it currently exists is devoid of time/resources - weaponizing the viewpoints of CBOs	• Need for equity approaches - more time and consideration to overstretched people. • Direct contracting is to address racial disparities. • Lots of capacity building for CSO's • Reduction or reimagining of reporting for CSo's and the communities they serve • Opportunity for funding in general - some never get the opportunity due to lack of information or lack of relationships with CAAs
Group 6: **Community based service organizations (not culturally specific) (CBO)**	• Not having access to funding • Not enough funding to begin with- thus, scarcity leaves little room for innovation and can hold back progress on prioritizing BIPOC communities within non CSOs • Constrained relationships with CAAs • Need for more comprehensive understanding of racial disparities, how they affect our work, and how to address them/ what our responsibility is to address them • Need for non-culturally specific organizations to be accountable for providing culturally *responsive* services and develop better/ more collaborative relationships with CSOs • SIgnificant underfunding leads to racial disparities with regard to wage/compensation - we end up asking BIPOC to do heart work while still struggling • "Parallel process" in many CBOs - frontline workers contend with stark inequalities within organizations in which leadership heavily skews white - and the push to address disparities often comes from frontline workers themselves	• Direct contracting is to address racial disparities. • Operationalizing racial equity strategies and using a targeted universalism approach • Creating opportunities for collaborative applications, especially between white/ dominant culture CBOs and CSOs • Removing the "middle man" creates opportunities better funding • Creating robust accountability structures that require and monitor progress towards addressing racial disparities • Incorporating values of transparency and collaboration into systems and processes

Insights / Surprises

- AOC to Cities, Counties and Tribes - local jurisdictions
- Political representatives - about communication and how people feel heard, how do people find their elected officials, do outreach across the state, how do we connect those lines across the perfect
- When dealing with white progressives who have the best of intentions, sometimes their need not be seen as racist can get in the way of talking about what the disparities are - impediment to the work. A lot of energy making that person feel better. We need to have a transparent conversation. Because there is a need and a problem. How do we set their egos

DESIGN

TASK FORCE GOALS

HB 2100 SECTION 7.3. *The task force shall:*

① Decrease Disparity

Identify and investigate **methods by which the state may decrease rates of racial disparity** among people experiencing homelessness and receiving services.

② Identify Needs

Consider existing methods and recommend additional methods by which the Housing and Community Services Department and Oregon Housing Stability Council may **receive advice and information about needed services for individuals** experiencing homelessness and housing insecurity.

③ Change Funding Structure

Identify and investigate **potential changes in this state's funding structure** to address racial disparities among people experiencing homelessness and housing insecurity, including consideration of how housing transition of services delivery could be implemented to avoid service disruptions among people experiencing homelessness or housing insecurity.

④ Modify Contracting

Identify and investigate methods by which the Housing and Community Services Department and Oregon Housing Stability Council **may modify contracting process and eligibility** for providers of services for individuals experiencing homelessness and housing insecurity.

⑤ Policy Recommendations

Recommend solutions regarding the **funding of services for individuals** experiencing homelessness or housing insecurity, including legislation or rulemaking and modifications to:
(A) The delivery and eligibility requirements for federal and state funds;
(B) The receipt and distribution of information about homelessness and homelessness services by the state; and
(C) Methods for addressing racial disparities

CONTEXT / TRENDS (NOTED PREVIOUSLY BY TASK FORCE MEMBERS)

In the greater universe/world?

NOW
Climate Change
- Climate change, immigrant and refugee
- Climate *change is devastating our local response systems. Wildfires, ice storms, heat waves*

Housing + Wage Gap
- *Housing is conditional*
- *Wage gap between demographics*

COVID
- *COVID variants*

INTO THE FUTURE
- *Race doesn't predict how one fares***
- *Housing as a human right*

In the country/continent?

NOW
Root Cause Resistance
- 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
- How communities are designed versus how they are actually used

Racial Justice Visiblity
- Racial justice is more visible/ used as a term but not understood or committed to on a deep level
- Wage disparity

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.*

Growing BIPOC Population
- Growing BIPOC population deserving more targeted services instead of continually being underserved*

Criminalization of Homelessness
- Increasing calls to criminalize homelessness

In the state?

NOW
Lack of coordination and access
- Lack of coordination between government systems, private/public, and lack of access to those systems for culturally specific orgs, new/emerging community-based orgs
- Need to grow our resource base, act in unity and advocacy for each other.*
- Legally, the State cannot contract directly with culturally specific agencies for anti-poverty programming - this is equal access issue
- System coordination and accountability**
- Seeking solutions solely at the program levels vs improvements at the structural level

Systemic Racism
- 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

Rising Inequity + Disparate Impacts
- 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.

Need for Funding and Resources
- Lack of land to develop for affordable housing across the board**
- Funding for under-resourced areas of the state
- Lack of political will to fund the values we say are important

Blue State Bias
- Being a "blue state" many on the left/ liberals/ progressives won't acknowledge their racial biases or investment in unequal systems
- Ensuring geographic equity.**

Rise in unsheltered homelessness
- Massive rise of unsheltered homelessness; enormous disabilities, barriers, and hostile local policies*

Rural Data
- Lack of data in rural communities and disaggregated by race/ethnicity****

INTO THE FUTURE
- Affordable housing throughout the state with different types. Including SRO's.
- Increase of Resources

EMERGENT THEMES
A framework for design

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

Task Force Continuation: What will take more time to do? What else will need to be done and by when? What must this TF recommend to ensure successful outcomes from these efforts?

TASK FORCE GOALS	DISCOVERY TEAM	SMALL GROUP 11/29	SUBCOMM 12/20	TODAY
① **Decrease Disparity**	1. Brittani Manzo 2. Kenisha Bryant	1. Alan Evans 2. Ariel Nelson	1. Marisa Espinoza 2. Jennifer P. Taylor 3. Senator Dick Anderson 4. ?	1. Marisa Espinoza 2. Andrea Bell 3. Senator Dick Anderson
② **Identify Needs**	1. Jeff Olivet 2. Donald Whitehead .	1. Jennifer Parrish Taylor 2. Jimmy Jones	1. Ariel Nelson 2. Andrea Bell 3. Vanessa Timmons 4. ? .	1. Ariel Nelson 2. Jennifer P. Taylor 3. Xan Augerot
③ **Change Funding Structure**	1. Abby Miller 2. Michael Thomas	1. Katrina Holland 2. Lizzy Atwood Wills	1. Xan Augerot 2. Sami Jo D. 3. WInsvey Campos	1. Sami Jo D. 2. David DiMatteo 3. Katrina Holland
④ **Modify Contracting**	1. Abby Miller 2. Michael Thomas	1. Marisa 2. Sami Jo 3. Paul	1. Paula Hall 2. Marcus Mundy 3. ?	1. Representative WLnsvey Campos 2. Paula Hall 3. Representative Jack Zika

SUBCOMMITTEE 1

Identify and investigate **methods by which the state may decrease rates of racial disparity** among people experiencing homelessness and receiving services.

GOAL 1 Decrease Disparity	THEME 1A. **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)

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Funding for organizations (unrestricted funds) ● Decision-making process change ● Addressing power imbalance between CBOs and CAAs (CBOs especially culturally specific orgs to contract with the state, apply for funding) ● Trust in community led organizations and solutions ● Lack of appetite or buy in for collaboration and resource sharing ● Draw from Alternative Models ● Virginia (culturally specific organization inclusion) ● California (tribal inclusion) ● City of Atlanta (including non-legacy, non-traditional providers) ● Require those that distribute funding to do community based work ● Need more folks who represent the people in positions of power and decision-making	● *?* ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

GOAL 1 Decrease Disparity	THEME 1B. Standardize and require **demographically robust practices** to accurately reflect impact of racial disparities

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Performanced-based contracting that measures outcomes vs. outputs (quantitative data), along with the human experience (qualitative data) ● Transparency ● Accountability for addressing racial disparities (and incentivize funding to orgs that actually address disparities) ● Reporting requirements are the death of fundamental societal changes *Other notes* ● ? ● ? ● ?	● *Set and align outcome metrics based on community level demographic data* ● In addition to reimagining funding protocols, the surrounding infrastructure should be also be reimagined; capacity building, public transparency, evolving best practices ● Build in clear expectations around reducing disparities (thus, numbers should "overrepresent" impact for populations disproportionately impacted by homelessness/ housing inequality) ● ? ● ? ● ? ● ? ● ? ● ?

GOAL 1 Decrease Disparity	THEME 1C. Require **affirmative marketing and culturally specific outreach** for folks least likely to respond or participate

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Build mechanisms by which consumers can give input or inform on their experience to improve the process ● Require culturally specific organizational input ● Accountability system *Other notes* ● ? ● ? ● ?	● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

GOAL 1 Decrease Disparity	THEME 1D. *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*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Lack of iterative process that would help support models/ solutions that work and phase out models that don't (w/r/t addressing disparities and housing folks) ● Alignment of systems that also feed into homelessness into common strategy, solutions, collaboration, resource sharing, etc. (i.e. criminal justice, health care, long term care, child welfare, etc.) ● Child welfare and criminal justice systems - providing support (rental assistance, public housing, other housing resources) ● Review of historic legislation that feeds current models of doing the work and determining if those pieces of legislation need to be updated or not ● More staff capacity in agencies to engage with local communities and respond to issues *Other notes* ● ? ● ? ● ?	● *Emphasize accountability* ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

Task Force Continuation

- What will take more time to do?
- What else will need to be done and by when?
- What must this TF recommend to ensure successful outcomes from these efforts?

Insert your notes and/or recommendations here and if you like, on the following slide:

- ?
- ?
- ?
- ?
- ?
- ?
- ?
- ?
- ?

DRAFT Implementation Roadmap

	Q1 (Jan-Mar)		Q2 (Apr-Jun)		Q3 (Jul-Sep)		Q4 (Oct-Dec	
Task Force	1/15 Report + Recs	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING
Stake-holders	Continuing discovery and learning TBD				Continuing discovery and learning TBD			
Project Leads *Chair and Co-Chair*	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	
OUTPUTS	Roadmap (Plan for the Plan)		Evolving Implementation Plan Reports (as needed) Continuing Recommendations		Task Force Continuation Decision And Planning			

SUBCOMMITTEE 2
Identify Needs

Consider existing methods and recommend additional methods by which the Housing and Community Services Department and Oregon Housing Stability Council may **receive advice and information about needed services** for individuals experiencing homelessness and housing insecurity.

GOAL 2 identify Needs	THEME 2A. **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)*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Address barriers to access; ● No census regarding barriers to access ● Implementing equity-based decision-making (framework for reference) across state funding mechanisms ● Supporting representatives of historically minoritized communities to meaningfully participate and lead in decision-making as it relates to priority-setting, policymaking, and funding. ● Recognize/incorporate informal/less established community based organizations into local and state processes *Populations* ● Community based organizations ● Culturally specific organizations ● Tribes ● Non-legacy, non traditional providers? ● Cities and counties *Alternative Models* ● *Virginia (culturally specific organization inclusion)* ● *California (tribal inclusion)* ● *City of Atlanta (including non-legacy, non-traditional providers)*	● Rethinking who we call experts - the best individuals to identify needs are those with lived experience of homelessness and housing instability (not tokenistic, not performative, and must be compensated) ● Need to create a statewide system where the process seeks out communities/meets them where they are, to meet need, need to fund outreach capacity for CSOs to reach people ● fund/support representation and participation from people with current/lived experience (childcare, transportation, food, access to hygiene) -need to develop funding source(s) and delivery track (use CSO, navigation center facilities) ● Reduce reporting/application burden to make funds more accesible? ● ? ● ? ● ? ● ? ● ?

*THEME 2B. Standardize and require **demographically robust practices** to accurately reflect impact of racial disparities*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Lag in timely population data to inform funding formulas, particularly for quickly growing and/or migrating communities, prevents federal government and state government from allocating funding based on real-time needs, which perpetuates the trend of insufficient resources statewide. ● Lift cumbersome reporting requirements to increase capacity *Other notes* ● ? ● ? ● ?	● Need to align criteria/model for demographically robust practices across state agencies and funding ● DEI audit to level set work across state, local, CSO, various partners, and identify what resources/TA are needed to get everyone aligned/level ● Part of the DEI audit is assessing how/if current services are meeting needs, where are redundancies, whats working/whats not? Phase out what's not working and grow/continue what is - recognize that's what's working may not live within your org, ● ? ● ? ● ? ● ? ● ?

| GOAL 2 identify Needs | THEME 2C. Require **affirmative marketing and culturally specific outreach** *for folks least likely to respond or participate* |

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Lack of information/data from impacted populations prevents solutions from being identified and resources from reaching those populations - need for community-led data, processes to get that data ● Create direct channels of communication for community-based organizations to request funding and support from the state to meet their communities' needs. *Other notes* ● ? ● ? ● ?	● *Need a census of the communities being served/not served and how they interact with media/marketing tools* ● Streamline existing text alerts etc ● How can organizations partner with others that are doing good work in this space? Need for trusted/consistent information sources for people to access and move them along throughout the housing/service needs continuum - ie not just in an emergency ● intake/assessment process for an individual is super important, need to get to root causes for each individual - assess pattern of experience to tailor marketing ● ? ● ? ● ? ● ? ● ?

GOAL 2 identify Needs	THEME 2D. **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*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Connect the dots between state funding decisions/planning and local/regional coordination ● Recognize/incorporate informal/less established community based organizations into local and state processes *Other notes* ● ? ● ? ● ?	● *Clearly identify the barriers to access in statute, rule, what's state and federal, what can we change sooner than later* ● Future legislation should focus on outcomes/success, give agency the tools, flexibility, and TIME to build/evolve a stronger, inclusive process ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

Task Force Continuation

- What will take more time to do?
- What else will need to be done and by when?
- What must this TF recommend to ensure successful outcomes from these efforts?

Insert your notes and/or recommendations here and if you like, on the following slide:

- Idea of auditing to identify need and assess current programs for DEI
- Recognize that the system is built to inform and continue inequities, need to identify the resources needed to overcome that and identify sticking points in ourselves, system
- ?
- ?
- ?
- ?
- ?
- ?
- ?

DRAFT Implementation Roadmap

	Q1 (Jan-Mar)		Q2 (Apr-Jun)		Q3 (Jul-Sep)		Q4 (Oct-Dec	
Task Force	1/15 Report + Recs	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING
Stake-holders	Continuing discovery and learning TBD				Continuing discovery and learning TBD			
Project Leads *Chair and Co-Chair*	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	
OUTPUTS	Roadmap (Plan for the Plan)		Evolving Implementation Plan Reports (as needed) Continuing Recommendations		Task Force Continuation Decision And Planning			

SUBCOMMITTEE 3
Change Funding Structure

Identify and investigate **potential changes in this state's funding structure** to address racial disparities among people experiencing homelessness and housing insecurity, including consideration of how housing transition of services delivery could be implemented to avoid service disruptions among people experiencing homelessness or housing insecurity.

GOAL 3 Change the Funding Structure	THEME 3A. **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)*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:

NOTES TO BUILD FROM

Notes from last week -
- Give CBO's access to decision-makers, meaningful input, and meaningful decisions.
- Allocation formula to incorporate new criteria that directs funding to areas based on population shifts. Also redraw the regional map, creating network of culturally-specific state-level advisors to help collect population data so underserved communities across the state get a meaningful set-aside of funds in each area or in super-regions.
- Innovative and dignifying funding strategies (see Chicago, NY): e.g. Direct Cash Transfers
- Forcing Competition: Regional vs. Community Needs
- Policy focus on Sufficient Funding for Homeless Services, not just engagement and information

Other
- What if a change in funding structure didn't mean a reduce in funding of existing organizations, but meant more statewide funding?
- ?

DRAFT RECOMMENDATIONS

Community-based competitive process with funding based on transparent scoring that reflects: local need, alignment of the approach with state and federal goals, alignment of proposed activities within state goals, local coordination, community and provider capacity, data quality, and performance outcomes
Link to homeless and housing needs guidelines
- Acknowledge and understand that funding culturally specific agencies directly will make CAAs upset, growing the pie has not been possible and likely won't be moving forward - legislature needs to choose who they're going to upset with this decision
- Need data on racial disparity in unhoused population
- Use racial justice lens (housing as a human right), because statistical analyses often underreport racial disparities due to how homelessness presents itself in different places
- Fund more culturally specific providers, ideally not competitively but perhaps according to a formula based on underserved/unserved culturally specific community need and population of houseless community - adjusting for underrepresetation in data that is flawed and collected in systemically racist ways (i.e. consider data sources)
- Tribes could receive funds based on the entire AIAn population in the area, to extend service beyond tribal members
- Funding structure should follow a targeted universalism approach with careful attention to realistic capacity-building expectations of CSOs (i.e. just because we throw money at CSO's, they now have to deliver immediately - that's not realistic)
- Fund programs that utilize targeted universalism as an approach to service delivery
- Understand that capacity building - especially staffing and training of new staffing - is REQUIRED to deliver services and get programming going, two year pilots are *not* realistic, CSOs need to also build infrastructure and that takes time

*THEME 3B. Standardize and require **demographically robust practices** to accurately reflect impact of racial disparities*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Set clear equity goals in allocating funding ● Transparency -- data on racial disparities in homelessness and in services provided, outcomes of service. Need clear metrics ● Better info on partnering in service provision ● Annual reports from Community Action Agencies -- including carry-over and how it will be invested in future years. Parallel to Tribes Housing block grant reporting. Those reports go to HUD, Tribal Council, auditor, etc. *Other notes* ● ? ● ? ● ?	● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

THEME 3C. Require *affirmative marketing and culturally specific outreach* for folks least likely to respond or participate

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Funding Culturally Specific Services and Community-Based Organizations (CBOs) - increase capacity and reach in their communities; loosen, waive requirements; regional organizations to lend capacity to or directly invest in smaller CBOs ● ? *Other notes* ● ? ● ? ● ?	● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

*THEME 3D. **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*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Connect the dots between state funding decisions/planning and local/regional coordination ● Recognize/incorporate informal/less established community based organizations into local and state processes *Other notes* ● ? ● ? ● ?	● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ? ● ?

Task Force Continuation

● What will take more time to do?
● What else will need to be done and by when?
● What must this TF recommend to ensure successful outcomes from these efforts?

Insert your notes and/or recommendations here and if you like, on the following slide:

● Increase visibility to the Legislature for the volume of need for housing services, possibly leading to more funding from the state
● Statewide data system to do apples to apples needs comparison, with the understanding that some "need" is harder to capture than others -- the doubling up and coach surfing
● How do we address:
  ○ Differing viewpoints of what resilient system means, that is able to respond to disasters like Covid and wildfires, mobilize quickly and reach the people in need
  ○ Gaining consensus on approach without causing harm in the process
  ○ Funding structure in place for decades- means a big shift - political tensions could increase
  ○ If structure changes, does that mean less resources for more providers?
  ○ Competitive RFPs don't have the best reputation for equitable distribution
  ○ Limited staffing for contract managers

DRAFT Implementation Roadmap

	Q1 (Jan-Mar)		Q2 (Apr-Jun)		Q3 (Jul-Sep)		Q4 (Oct-Dec)	
Task Force	1/15 Report + Recs	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING	MEETING
Stake-holders	Continuing discovery and learning TBD				Continuing discovery and learning TBD			
Project Leads *Chair and Co-Chair*	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	
OUTPUTS	Roadmap (Plan for the Plan)		Evolving Implementation Plan Reports (as needed) Continuing Recommendations		Task Force Continuation Decision And Planning			

SUBCOMMITTEE 4
Modify Contracting

Identify and investigate methods by which the Housing and Community Services Department and Oregon Housing Stability Council **may modify contracting process and eligibility** for providers of services for individuals experiencing homelessness and housing insecurity.

GOAL 4. Modify Contracting	THEME 3A. **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)*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Monitor to ensure that providers have hired people who can assist Tribal folks. ● Create new requirements for stakeholder engagement. ● Culturally specific organizations to have direct access to state funding contracts, rather than being required to go through CAAs ● Recommendations from HUD: Expanding Procurement ● Create incentives for underrepresented communities to play a part in the work, e.g. offering incentives for apprenticeships or employing skilled workers from underrepresented or underserved communities. ● Attention to removing or simplifying requirements, making technology free and user-friendly, access to support like bookkeeping/accounting, etc., would help to lower barriers to organizations. *Alternative Models* ● *Virginia (culturally specific organization inclusion)* ● *California (tribal inclusion)* ● *City of Atlanta (including non-legacy, non-traditional*	● *Requirements for cultural competence for organizations receiving funding* ● Work with Governor's BIPOC workgroup in shaping equitable outcomes ● See state identify specific dollars for culturally specific orgs without pitting CAA and CBOs against one another ● State-facilitated program for application that doesn't disrupt local collaboration (local entities know what's going on in the community best) ● Invest in a diverse workforce ● Create a Best Practices document for agencies to grade their organization for cultural competency/awareness and specific action items to take to increase awareness.

*THEME 3B. Standardize and require **demographically robust practices** to accurately reflect impact of racial disparities*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Have a mandatory racial equity review be done of the data, questions and analysis of populations under review; *Other notes* ● ? ● ? ● ?	● *Investment in a data system that provides a snapshot but also robust details beyond that which accurately reflects the stories of the work being done on the ground* ● More transparency and accountability from OHCS ● Provide a report

THEME 3C. Require *affirmative marketing and culturally specific outreach* for folks least likely to respond or participate

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - ● Reduce some of the administrative burden to providers of services; ● ? ● ? *Other notes*	● Thoughtfulness in new processes and systems and consideration of accessibility to those with the lived experiences completing applications ● Flexibility with programs when necessary ● ? ● ? ● ? ● ? ● ? ● ?

THEME 3D. *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*

NOTES TO BUILD FROM	DRAFT RECOMMENDATIONS Instructions: develop draft recommendations based on the above theme:
Notes from last week - *Other notes*	● *OHCS & CAA's need to commit to flexibility in data systems to ensure accurate reporting and ease/speed in delivering services* ● *Review current systems to ensure diverse populations have equal access to processes such as language-friendly application systems*

Task Force Continuation

- What will take more time to do?
- What else will need to be done and by when?
- What must this TF recommend to ensure successful outcomes from these efforts?

Insert your notes and/or recommendations here and if you like, on the following slide:

- Not everyone wants change
- Social and cultural element to change means that many are resistant
- Reduce some of the administrative burden to providers of services;

- Clarify the current process to ensure accuracy and to remove assumptions
- ?
- ?
- ?
- ?
- ?
- ?
- ?
- ?

DRAFT Implementation Roadmap

	Q1 (Jan-Mar)		Q2 (Apr-Jun)		Q3 (Jul-Sep)		Q4 (Oct-Dec	
Task Force	1/15 Report + Recs	**MEETING**	**MEETING**	**MEETING**	**MEETING**	**MEETING**	**MEETING**	**MEETING**
Stake-holders	Continuing discovery and learning TBD				Continuing discovery and learning TBD			
Project Leads *Chair and Co-Chair*	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	Monthly check-In w/Agenda Design	
OUTPUTS	Roadmap (Plan for the Plan)		Evolving Implementation Plan Reports (as needed) Continuing Recommendations		Task Force Continuation Decision And Planning			

Quick Reflections

- On a bright point, some things we're confident we can identify by the 15th as recommendations. We started to realize this is really clear we can articulate by then. "Audit" and "assessment"
- No way everyone's going to come out on the same page in this process - pretty real in putting in our recommendations. That the legislature needs to recognize that nobody is going happy.

RECOMMENDATIONS
criteria

Criteria for Drafting Recommendations

- "Findings and recommendations" per Section 3 (goals)
- To be submitted by 1/15/21

TARGET *Aim for*	REACH *Great to get*
- E.g. Expands resources w/o jeopardizing funding - E.g. Just like this (insert sample) - E.g Add more Task Force time for structural change (change management, testing, data-driven evals) - two years - Expands resources without jeopardizing funding, for a limited transitional period - Recommend clear DEI expectations for all grantees/funding recipients, that are operational and not check-box - Readily available tech assistance	- E.g. No Task Force sunset - longitudinal work over 10 years - Even if taskforce does not feel comfortable moving forward after this allocated time for discussion, OHCS change the funding structure beginning FY22-23 anyway as a first attempt. Experimentation must begin right away instead of asking BIPOC to continually wait until everyone (especially dissenters) is comfortable or ready - Targeted universalism funding approach that avoids subjecting BIPOC orgs to systemically racist and inequitable practices of competitive funding procurement processes

CLOSING

Plus	Delta
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?
- ?	- ?

Next Steps

	Task	Responsible	Due Date
1	S3 Capture to share	Mary	12/29 Weds
2	S3-S4 Prework (complete recommendation drafts)	Sophia	Today
4	Survey Report	Discovery Team	1/3 Mon
5	Discovery Report Draft	Discovery Team	1/3 Mon (?)
6	Postwork/Prework (Continuation)	Task Force	12/30 Thu 9 p
7			
8			

Thank you!