

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, June 2, 2015**

**BUDGET WORK SESSION #11**

Chair Deborah Kafoury called the meeting to order at 9:39 a.m. with Vice-Chair Jules Bailey and Commissioners Loretta Smith, Judy Shiprack, and Diane McKeel present.

Also attending were Jenny Madkour, County Attorney, and Marina Baker, Assistant Board Clerk.

[THE FOLLOWING TEXT IS THE BYPRODUCT OF THE CLOSED CAPTIONING OF THIS BROADCAST.]

Chair Kafoury: I WOULD LIKE TO PROPOSE THREE AMENDMENTS TO ADD SOME RESOURCES TO OUR ATTACHMENT A BUDGET SHEET. BASED ON THE GENERAL FUND FORECAST UP DATE FROM LAST WEEK, I WOULD LIKE TO PROPOSE THREE AMENDMENTS, ADDING RESOURCES TO THE FY2016 BUDGETS. THIS IS NECESSARY SO WE HAVE MONEY TO ALLOCATE TO OTHER PROGRAMS. FIRST I WOULD LIKE TO ADD \$3 MILLION FROM THE UNALLOCATED FY2015 GENERAL FUND CONTINGENCY AS ONE TIME ONLY FUNDS FOR 2016. I LIKE TO ADD AN ADDITIONAL \$1.25 MILLION OF NET GENERAL FUND RESOURCES FROM HIGHER FY2015 REVENUE AS ONE TIME ONLY FUND FOR 2016 AND FINALLY ADD \$1.33 MILLION FROM HIGHER ANTICIPATED REVENUES IN FY2016 TO BE TREATED AS ONE TIME ONLY. AS PART OF THESE AMENDMENTS ADJUSTMENTS WILL ALSO BE MADE FOR THE BIT TRANSFER TO EAST COUNTY CITIES. AND WITH THAT I TURN OVER THE MIC TO YOU GUYS.

Commissioner McKeel: CHAIR, THANK YOU. WHAT DOES THAT MEAN? TRANSFER THE DIFFERENCE TO THE EAST COUNTY CITIES? WHAT DOES THAT MEAN? I'M SORRY.

Chair Kafoury: NO, THAT'S A VERY GOOD QUESTION.

Ms. Kieta: GOOD MORNING, KARYN KIETA, BUDGET DIRECTOR. COMMISSIONER MCKEEL, THAT IS A PORTION OF THE REVENUES THAT WE RECEIVE. AS OUR REVENUES INCREASE WE JUST GO AHEAD AND MAKE THE TRANSFER. THE SAME IS TRUE WITH OUR GENERAL FUND RESERVES. AS OUR CORPORATE REVENUES INCREASE OR DECREASE WE ADJUST THAT AMOUNT, TOO.

Commissioner McKeel: SO THAT TRANSFER WILL STAY THE SAME? IT'LL NOT BE IMPACTED BY WHAT WE'RE DOING HERE?

Chair Kafoury: THEY ARE GOING GET A LITTLE MORE MONEY. THANK YOU. AND NOW WE'LL TURN IT OVER.

**BWS-11a FY 2016 Budget Work Session – Systems of Care: Health Care Transformation. Presenters: Joanne Fuller, Director, Multnomah County Health Department; Liesl Wendt, Director, Department of County Human Services; Tricia Tillman, Deputy Director, Public Health, Multnomah County Health Department.**

Ms. Fuller: THANK YOU, MADAME CHAIR, JOANNE FULLER, DIRECTOR OF THE MCHD. I'M HERE WITH TRICIA TILLMAN AND NANCY JACKSON TO TALK TO YOU TODAY ABOUT UPSTREAM PREVENTION, STRENGTHENING OUR COMMUNITY, IMPROVING HEALTH AND REDUCING POVERTY. SO I JUST WANT TO SAY AS OPENING COMMENTS TO THIS, WE REARRANGED THE BUDGET SCHEDULE TO PRESENT THIS PRESENTATION TODAY, WHICH WAS ORIGINALLY FRAMED AS AN UPDATE ON HEALTH CARE TRANSFORMATION. BECAUSE WE FELT LIKE WHAT WE WERE GOING TO TALK ABOUT TODAY IS IMPORTANT POLICY FRAMING FOR THE TWO DEPARTMENTAL BUDGET PRESENTATIONS YOU'RE GOING TO HERE, ONE THIS AFTERNOON FROM LIESL AND TOMORROW MORNING FROM MYSELF. AND THAT AS WHAT WE WANTED WAS TO LOAD YOU WITH SOME INFORMATION, IDEAS AND CONCEPTS ABOUT HOW WE'RE THINKING ABOUT HEALTH CARE TRANSFORMATION AND MOVING UPSTREAM TO ADDRESS HEALTH DISPARITIES AND POVERTY. AND TO USE THAT AS A FRAME FOR THINKING ABOUT THE BUDGET PRESENTATIONS THAT ARE TO COME.

SO THAT'S A PART OF WHY WE'RE HERE WITH YOU TODAY. WE'RE REALLY HAPPY TO BE KICKING OFF HEALTH AND HUMAN SERVICES BUDGET WEEK WITH YOU ALL THIS WEEK. SO WHAT WE'RE GOING TO COVER IN THE PRESENTATION TODAY IS AN UPDATE ON OUR EFFORTS TO IMPLEMENT HEALTH SYSTEM TRANSFORMATION, AND THE COUNTY'S ROLE IN THE ACHIEVEMENTS. AND THEN WE WANT TO TALK ABOUT THE NEXT PHASE OF TRANSFORMATION WORK AND HOW WE MOVE OUT OF JUST MESSING AROUND WITH WHAT HAPPENS IN THE DOCTOR'S OFFICE TO REALLY ADDRESSING FUNDAMENTAL HEALTH AT THE COMMUNITY LEVEL AS A PART OF OUR FRAMEWORK FOR HEALTH CARE TRANSFORMATION. WE WILL SHOW YOU THE FAMILIAR UPSIDE DOWN TRIANGLE. AS WE THINK ABOUT HEALTH SYSTEM TRANSFORMATION WE'RE SORT OF AT THE BOTTOM OF THIS BIG TRIANGLE THAT STARTS WITH THE FEDERAL GOVERNMENT THAT STARTS WITH THE FEDERAL CENTERS FOR MEDICAID.

THEY HAVE AN AGREEMENT WITH THE OREGON HEALTH AUTHORITY ABOUT HOW MEDICAID IS GOING TO BE IMPLEMENTED IN OREGON. AND THEN THE OREGON HEALTH AUTHORITY CONTRACTS WITH COORDINATED CARE ORGANIZATIONS ACROSS THE STATE, 13 OF THEM. IN MULTNOMAH COUNTY THERE ARE TWO THAT WE WORK WITH, HEALTH SHARE OF OREGON AND

FAMILY CARE. AND WE HAVE DIFFERENT RELATIONSHIPS AND ROLES WITH BOTH OF THOSE ORGANIZATIONS. WITH HEALTH SHARE AS YOU KNOW WE ARE A FOUNDING MEMBER OF THAT ORGANIZATION AND I SERVE ON THE BOARD REPRESENTING MULTNOMAH COUNTY AS A VOTING MEMBER. AND AT FAMILY CARE WE ARE A CONTRACTED SERVICE PROVIDER WE ARE FAMILY CARE, AND MORE RECENTLY ENGAGED IN MORE DISCUSSION WITH THEM ABOUT HOW THEY MOVE THEIR EFFORTS TO MORE OF A POPULATION-BASED SYSTEM AWAY FROM JUST FEE FOR SERVICE IMPLEMENTATION. SO WE HAVE TWO DIFFERENT RELATIONSHIPS THAT WE MAINTAIN THERE, PLUS OUR RELATIONSHIP WITH THE OREGON HEALTH AUTHORITY. THEN WE'VE GOT MULTNOMAH COUNTY IN THE MULTIPLE ROLES WE PLAY IN MULTNOMAH COUNTY.

Ms. Fuller: SO THIS IS A REPRESENTATION OF ALL OF THOSE MULTIPLE ROLES THAT WE PLAY. WE HAVE A STATUTORY ROLE. SO YOU SERVE AS THE LOCAL MENTAL HEALTH AUTHORITY, THE LOCAL PUBLIC HEALTH AUTHORITY. YOU OVERSEE THE AREA AGENCY ON AGING AND DISABILITIES; YOU HAVE RESPONSIBILITY FOR THE EMERGENCY MEDICAL SERVICES PLAN, AND RESPONSIBILITY FOR DELIVERING CORRECTIONS HEALTH IN A WAY THAT MIRRORS HEALTH CARE IN THE COMMUNITY. SO ALL THAT STATUTORY ROLE IS KIND OF FRAMEWORK FOR THE VARIOUS ROLES THE COUNTY PLAYS IN HEALTH CARE TRANSFORMATION. GOING NEXT, THE COUNTY ITSELF HAS CONTRACTS WITH THE STATE AND THE FEDS AND COORDINATED CARE ORGANIZATIONS, THAT CREATE THE FRAMEWORK FOR WHAT WE DO. SO WE'VE GOT A CONTRACT WITH THE OREGON HEALTH PLAN, FOR COVERAGE FOR ADULTS AND CHILDREN. WE HAVE CONTRACTS WITH OHP TO ENROLL ADULTS WITH DISABILITIES. AND PEOPLE IN LONG TERM SERVICES IN THE AGING DISABILITY SERVICES SYSTEM. AND WE HAVE MULTIPLE CONTRACTS IN THE PUBLIC HEALTH ARENA TO DELIVER BASIC PUBLIC HEALTH SERVICES IN THE COMMUNITY. AND THEN WE THE COUNTY CONTRACT WITH MANY, MANY PROVIDERS IN THE COMMUNITY TO DELIVER A WHOLE ARRAY OF SERVICES THAT ARE PART OF IMPLEMENTING OUR RESPONSIBILITIES AS A STATUTORY BODY AND THROUGH OUR CONTRACTS WITH THE STATE SO. THIS IS JUST A FEW EXAMPLES THAT WE'VE LISTED THERE.

AS YOU KNOW, WE CONTRACT WITH A WHOLE ARRAY OF ADDICTIONS AND MENTAL HEALTH PROVIDERS TO DELIVER A BROAD RANGE OF SERVICES THAT'S UNDER OUR RESPONSIBILITY, ESSENTIALLY OF RUNNING AN INSURANCE COMPANY IN MENTAL HEALTH THAT IS CONTRACTED WITH HEALTH SHARE OF OREGON TO, DELIVER MEDICAID SERVICES TO THE FOLKS THAT ARE COVERED BY THAT INSURANCE ENTITY. WE CONTRACT WITH AN ARRAY OF SERVICE PROVIDERS IN OUR AGING AND DISABILITY SERVICES SYSTEM TO DELIVER THAT IMPLEMENTATION OF THOSE LONG TERM CARE AND TRANSFER FROM STEP-DOWN FROM NURSING HOMES, TO GET PEOPLE INTO THE COMMUNITY AND OUT OF CARE FACILITIES INTO THE COMMUNITY. WE CONTRACT WITH MANY PROVIDERS TO HELP PEOPLE MOVE FROM THE

STATE HOSPITAL INTO THE COMMUNITY. SO THOSE RELATIONSHIPS, THAT'S WHERE TH SERVING AS THE DEFINER OF A SERVICE SYSTEM, THE CREATOR OF, YOU KNOW, WHAT THE SERVICES ARE THAT ARE ELIGIBLE FOR MEDICAID PAYMENT OR NOT ELIGIBLE FOR MEDICAID PAYMENT, ACROSS THOSE BROAD SYSTEMS. AND THEN MONITORING TO MAKE SURE THOSE SYSTEMS ARE MEETING OUR METRICS AND FULFILLING THE OBLIGATIONS IN THE COMMUNITY.

Ms. Fuller: HERE WE'RE TALKING ABOUT OUR MEDICAID RESPONSIBILITIES BUT OBVIOUSLY IN ADDITION TO THAT, WE WORK WITH A WHOLE HOST OF OTHER ORGANIZATIONS THAT CREATE THE NEXT RING OF SERVICES AROUND FOLKS. SO THINGS LIKE HOUSING AND THINGS LIKE SOCIAL SUPPORTS AND THINGS LIKE ECONOMIC DEVELOPMENT, ALL OF THOSE OTHER FACTORS THAT INFLUENCE WHETHER OR NOT PEOPLE ARE ABLE TO GET HEALTH WHO ARE ENTITLED TO MEDICAID. AND THEN AS YOU KNOW, THE COUNTY IS A HUGE DIRECT SERVICE PROVIDER IN THE MEDICAID SYSTEM. SO WE RUN THE LARGEST MEDICAID SAFETY NET CLINICAL PRIMARY CARE SYSTEM IN THE STATE. WE PROVIDE SCHOOL-BASED SERVICES, WE RUN A SPECIALTY HIV CLINIC AS YOU KNOW, WHICH REALLY IS A REGIONAL RESOURCE FOR PEOPLE WITH RIF. WE RUN ONE OF THE LARGEST MEDICAID DENTAL SYSTEMS IN THE STATE TO DIRECTLY DELIVER DENTAL SERVIC, AND RUN THE PHARMACIES LABS ATTACHED TO THAT. IN MENTAL HEALTH WE ARE A DIRECT SERVICE PROVIDER.

WE PROVIDE SPECIALTY MENTAL HEALTH SERVICES IN THE KIDS' SYSTEM PRIMARILY. WE PROVIDE OUR EVIDENCE-BASED WRAP-AROUND TREATMENT SYSTEM, THE, WE PROVIDE THE EASA, WHICH IS ABOUT IDENTIFYING PEOPLE WHO ARE AT RISK OF HAVING SERIOUS MENTAL HEALTH DIFFICULTIES AND IDENTIFYING THEM EARLY AND GETTING THE INTERVENTION SUPPORT AND TREATMENT FOR THOSE THAT THEY NEED, SO THEY DON'T WIND UP WITH MULTIPLE HOSPITALIZATIONS AND DISCONNECT FROM THEIR FAMILY AND THE KIND OF NORMAL LIFE THEY COULD BE LEADING. AND IN THE CRIMINAL JUSTICE SYSTEM THERE'S AN OVERLAP BETWEEN MENTAL HEALTH AND ADDICTIONS AND THE CRIMINAL JUSTICE SYSTEM AND THAT'S REPRESENTED HERE THROUGH THE MENTAL HEALTH COURT WHICH WE STAFF AND PROVIDE. AND THEN IN THE AGING AND DISABILITIES SERVICE SYSTEM WE PROVIDE COMMUNITY CARE TRANSITIONS, WHICH IS ABOUT MOVING PEOPLE FROM INSTITUTIONS INTO THE COMMUNITY WITH SOCIAL SUPPORTS AND MEDICAL SUPPORTS IN THE COMMUNITY. AS YOU CAN SEE, THIS IS A KIND OF COMPLICATED PICTURE OF THE DIFFERENT ROLES THAT THE COUNTY PLAYS. BUT WHAT WE'RE DOING IN HEALTH CARE TRANSFORMATION IS REALLY TRYING TO FULFILL THE RESPONSIBILITY THAT WE HAVE IN EACH OF THOSE DIFFERENT ROLE AREAS. SO IN THE LAST YEAR WE JUST WANTED TO HIGHLIGHT A FEW OF OUR ACHIEVEMENTS IN THOSE DIFFERENT ROLES.

Ms. Fuller: ONE OF THE THINGS THAT'S BEEN HAPPENING IS A COUPLE OF YEARS BACK WHEN WE STARTED WITH HEALTH CARE TRANSFORMATION AND THE IMPLEMENTATION OF THE AFFORDABLE CARE ACT AND THE EXPANSION OF MEDICAID, OUR LOCAL AREA RECEIVED VARIOUS SORT OF INNOVATION FUNDING, SOME FROM THE FEDS, SOME FROM THE COORDINATED CARE ORGANIZATIONS, SOME FROM THE OREGON HEALTH AUTHORITY, TO TRY SOME PILOT MODELS OF NEW WAYS OF REALLY GETTING CARE TO PEOPLE WHO HAD NOT ENGAGED IN CARE BEFORE. MUCH OF THIS IS ABOUT MOVING CARE DOCTOR'S OFFICE SEED GRANTS COMING TO AN END, AND US FIGURING OUT WHICH OF THOSE MODELS HAVE BEEN EFFECTIVE AT SAVING COSTS AND IMPROVING CARE, AND THEN FIGURING OUT HOW IN THE NEW WORLD OF MEDICAID EXPANSION THOSE MODELS GET FUNDED. SO WE'RE HAPPY TO SAY THAT WE'VE BEEN ABLE TO EXPAND OUR EVIDENCE-BASED WRAP-AROUND SERVICES FOR CHILDREN AND FUND THAT WITH MEDICAID DOLLARS. OUR HEALTHY HOMES PROGRAM IN THE HEALTH DEPARTMENT, THIS IS OUR ANTI-ASTHMA, REDUCING E.R. VISITS FOR INDIVIDUALS WITH ASTHMA BY MOVING UPSTREAM AND IMPROVING WHAT'S HAPPENING IN THEIR HOMES AND DECREASING THE HOLD AND OTHER PARTICULATES IN HOMES.

HAVING A STRATEGY FOR ASTHMA AND NOT WAITING UNTIL THERE'S AN EMERGENCY AND SHOWING UP AT THE E.R. I'LL TALK MORE ABOUT THIS TOMORROW, THE FUTURE STRATEGIES IS AN INNOVATIVE MODEL WE'RE AGE TO EXPAND AND WORKING REALLY DEEPLY IN PARTNERSHIP WITH THE COMMUNITY TO RESULT IN HEALTHIER BABIES IN THE NATIVE AMERICAN COMMUNITY. SO IN THE HEALTH CARE TRANSFORMATION THERE'S COORDINATED CARE ORGANIZATIONS AND THEN THERE'S COORDINATED DENTAL ORGANIZATIONS. SO THOSE DENTAL ORGANIZATIONS IN THE METRO AREA HAVE COME TOGETHER AND CREATED AN INITIATIVE THAT THEY ARE CALLING 3-D. THAT'S AN UPSTREAM EFFORT TO TACKLE CAVITIES IN CHILDREN. AND SO TO EXPAND THE OPPORTUNITY FOR KIDS TO GET SEALANTS ON THEIR TEETH, WHICH IS REALLY AN EVIDENCE-BASED WAY OF TRYING TO TACKLE CAVITIES WITH KIDS. TWO OF THE PILOT PROGRAMS THAT WERE ORIGINALLY FUNDED BY THE CENTER FOR MEDICAID AND MEDICARE INNOVATION, ARE THE COUNTY 9-1-1 RESPONSE. AS YOU KNOW, THIS IS OUR TEAM OF CLINICAL SOCIAL WORKERS WHO IDENTIFY PEOPLE WHO ARE HIGH UTILIZERS OF THE 9-1-1 SYSTEM AND WORK WITH THEM TO TRY TO ADDRESS WHAT'S GOING ON IN THEIR LIVES. MOST OF THESE PEOPLE HAVE HUGE 9-1-1, E.R. VISIT VOLUME, AND BIG ADDICTIONS ISSUES ALONG WITH PHYSICAL HEALTH ISSUES AND A LOT OF DISRUPTION IN THEIR LIFE. THEY ARE MOVING FROM HOMES OR HOMELESS OR COUCH-SURFING, AND HAVE A LACK OF SOCIAL SUPPORTS.

Ms. Fuller: A LOT OF REASONS WHY THEY WIND UP DEVELOPMENTING ALMOST ALL OF THEIR CARE AT THE E.R. WE JUST RECEIVED THE INDEPENDENT EVALUATION OF THAT PROGRAM TELLING US HOW EFFECTIVE IT'S BEEN. AND

THEY NOT SKIN CARE CLINIC, WHICH IS ACTUALLY OR WOUND CARE FOR INDIVIDUALS WHO ARE HIV DRUG USERS. AND WE'VE BEEN REALLY EFFECTIVE WITH THE FIRST SITE OF THAT, WHICH IS AT THE BUD CLARK COMMON CORE. THAT SITE IS GOING CONTINUE FUNDED THROUGH CENTRAL CITY CONCERNS, FEDERALLY QUALIFIED HEALTH CENTER. THEN WE'RE IN THE BUDGET TALKING ABOUT AN EXPANSION OF THAT TO EAST COUNTY. WE ARE HUGELY PROUD THAT WE MET ALL OF THE COORDINATED CARE METRICS THAT WE WERE REQUIRED TO MEET IN PRIMARY CARE, AND THE METRICS IN THE MENTAL HEALTH SYSTEM. THIS IS SUPER IMPORTANT BECAUSE WE'RE SUCH A BIG PART OF THE COORDINATED CARE, BOTH FAMILY CARE AND HEALTH SHARE'S SERVICE NETWORK, THAT IF WE DON'T MEET THESE METRICS, THEY DON'T MEET THESE METRICS.

AND PART OF THEIR PAYMENT FROM THE STATE IS DIRECTLY RELATED TO WHETHER OR NOT THEY MEET THESE METRICS. FINALLY I WANTED TO HIGHLIGHT, A LOT OF WHAT I'M TALKING ABOUT IN THE REST OF THESE SLIDES IS DIRECT SERVICE WORK. IT'S SUPER IMPORTANT AS WE IMPLEMENT HEALTH CARE TRANSFORMATION THAT WE THINK ABOUT THE POLICY FRAMEWORK YOU ALL ARE SETTING IN THE COMMUNITY THAT SUPPORTS HEALTH AND HEALTHY BEHAVIOR AND HEALTHFUL ACTIVITY IN OUR COMMUNITY. AND SO THE BOARD OF HEALTH ACTIONS THAT YOU TOOK AROUND E-CIGARETTE POLICY IS ONE EXAMPLE OF HOW THAT POLICY FRAMEWORK YOU'RE SETTING HELPS TO THEN SUPPORT ALL OF THE ORGANIZATIONAL CHANGE THAT'S GOING ON TO TRY TO TRANSFORM WHAT CARE LOOKS LIKE AT THE SERVICE DELIVERY LEVEL. SO WITH THAT, I'M ACTUALLY GOING TO TURN IT OVER TO TRICIA TILLMAN AND LIESL WENDT TO TALK TO YOU ABOUT HOW WE MOVE UPSTREAM FROM JUST THINKING ABOUT THAT CHANGE IN SERVICE DELIVERY, TO UPSTREAM AND THINKING MORE ABOUT WHAT'S HAPPENING IN THE COMMUNITY THAT CREATES THE PLATFORM FOR HEALTH.

Commissioner McKeel: JOANNE, DID YOU SAY THAT YOU WOULD TALK IN YOUR HEALTH PRESENTATION, DEPARTMENT OF HEALTH PRESENTATION, MORE IN DEPTH ABOUT THAT LAST SLIDE, THE INNOVATION MODELS? WE HAVE A LOT OF SUCCESSES THERE, SO I'M JUST INTERESTED IN KNOWING MORE.

Ms. Fuller: YES, YES, I'LL TALK A LOT MORE ABOUT IN PARTICULAR THE THINGS THERE THAT WE'RE EXPANDING OR ASKING FOR FUNDING FOR THIS YEAR.

Commissioner McKeel: THANK YOU.

Chair Kafoury: THOUGHT YOU WERE GOING TO ASK IF SHE DREW THIS.

Vice-Chair Bailey: THAT'S FROM THE GRAPHICS DEPARTMENT.

Ms. Tillman: GOOD MORNING, CHAIR KAFOURY AND COMMISSIONERS, MY

NAME IS TRICIA TILLMAN AND I'M THE DEPUTY DIRECTOR FOR THE HEALTH DEPARTMENT. I'M GOING TAKE A FEW MINUTES TO EXPLAIN THE ARTWORK ON YOUR SCREEN. IT'S THE FRAMEWORK THAT'S REALLY GUIDING WHERE WE ARE HEADING IN TERMS O HOPE FOR FUTURE INVESTMENTS. SO THE CLIFF ANALOGY WAS ACTUALLY DEVELOPED BY DR. TAMARA JONES FROM THE CENTERS FOR DISEASE CONTROL AND PREVENTION WITHIN THE PUBLIC HEALTH FRAMEWORK. IT REALLY DOES APPLY VERY WELL TO BOTH HEALTH AND HUMAN SERVICES, AS WELL. IMAGINE OUR SOCIETY IS ORGANIZED WITH PEOPLE LIVING ACROSS THE FACE OF A CLIFF. MANY OF US LIVE PROBABLY WAY OFF TO THE LEFT AWAY FROM THAT FACE OF THE CLIFF. BUT MANY OF THE PEOPLE WE SERVE LIVE PRECARIOUSLY CLOSE TO THE CLIFF. THE CLIFF ITSELF REPRESENTS HEALTH AND HUMAN WELFARE CRISES.

EVERY DAY DEDICATED COUNTY STAFF AND COMMUNITY PARTNERS SERVE PEOPLE WHO APPROACH THAT CLIFF FACE AND FALL OFF. IN THE ANALOGY, THE AMBULANCE AT THE BOTTOM OF THE CLIFF REPRESENTS CRISIS INTERVENTION SERVICES THAT ARE NECESSARY, LIKE EMERGENCY CARE, HOMELESS SHELTERS AND JAILS. THE SAFETY NET, THE BLUE DOTTED LINE, REPRESENTS THE SERVICES WE PUT IN PLACE FOR VULNERABLE PEOPLE THAT HELP REDUCE THE RISKS ASSOCIATED WITH FALLING DEEPER INTO CRISIS. AND POVERTY IS OFTEN THE MAIN RISK FACTOR. HEALTH SYSTEMS TRANSFORMATION IS A GREAT EXAMPLE OF A SAFETY NORTHWEST INVESTMENT THAT HAS SHIFTED FINANCIAL INCENTIVES AWAY FROM THE HIGH COST CRISIS HEALTH CARE SERVICES REPRESENTED BY THAT AMBULANCE, AND PROMOTES MORE ACCESSIBLE AND PATIENT CENTERED PRIMARY CARE. THE FENCE AT THE TOP REPRESENTS INVESTMENTS IN PREVENTION THAT HELP WHOLE POPULATIONS STAY ON THE TOP OF THE CLIFF. SO YOU'RE INVESTMENTS IN TOBACCO PREVENTION, SUN SCHOOLS, CHRONIC DISEASE PREVENTION, AND HELP PEOPLE STAY HEALTHIER LONGER IN THE FACE OF MANY HEAVILY MARKETING UNHEALTHY CHOICES. THE PEOPLE THAT WE SERVE OFTEN FIND THEMSELVES LOCATED PRECARIOUSLY CLOSE TO THAT CLIFF FACE, OR THEY HAVE BEEN BORN THERE WITH GENERATIONAL POVERTY. THEY ARE IMPACTED BY VARIOUS SOCIAL AND ECONOMIC FORCES THAT PUSH PEOPLE CLOSE TO THE CLIFF FACE BY LOW WAGES, POOR HOUSING CHOICES, LIMITED EDUCATION.

THIS REQUIRES US TO THINK ABOUT HOW WE ESTABLISH POLICIED RELATED TO THE SOCIAL DETERMINANTS OF HEALTH AND WELL-BEING THAT ARE THE DRIVERS OF THE NEED FOR MANY OF OUR SERVICES. YOU'VE TACKLED SOME OF THESE DRIVERS IN YOUR WORK TO RAISE MINIMUM WAGE AND TO PROMOTE A MORE DIVERSE WORKFORCE, TO END EXCLUSIONARY ZONING THAT LIMITS AFFORDABLE HOUSING IN OUR REGION. THESE INVESTMENTS HELP MOVE COMMUNITIES SAFELY AWAY FROM THE FACE OF THE CLIFF. FINALLY THE FACT THAT THE CLIFF IS NOT TWO DIMENSIONAL BUT THREE DIMENSIONAL, IT'S THAT WHOLE COMMITTEE'S HISTORICALLY DEFINED BY

RACE AND ETHNICITY FIND THEMSELVES SYSTEMATICALLY LOCATED CLOSER TO THE CLIFF FACE.

Ms. Tillman: IN ORDER TO MAKE SURE OUR WHOLE COMMUNITY CAN BE HEALTHY, WE HAVE TO ASK WHY WE SEE THE CONSISTENT GENERATIONAL OVERREPRESENTATION OF SOME COMMUNITIES SHOULDERING SOCIETY'S BURDEN, AND OTHERS CONSISTENTLY AND GENERATIONALLY ENJOYING THE RESOURCES, ACCESS AND BENEFITS OF THE POSITIVE ELEMENTS OF SOCIETY. SO JUST A FEW EXAMPLES. IN TERMS OF POVERTY, FEWER THAN TWO OUT OF FIVE WHITE CHILDREN LIVE BELOW 200% OF POVERTY. BUT THREE OUT OF FIVE AFRICAN-AMERICAN CHILDREN IN OUR COMMUNITY LIVE IN POVERTY. THAT'S MORE THAN ONE OUT OF EVERY TWO AFRICAN-AMERICAN CHILDREN. IT'S ASTOUNDING. IF YOU MAY RECALL FROM THE REPORTS OF COMMUNITIES OF COLOR, EDUCATIONAL ATTAINMENT STRATIFIED BY RACE, 95% OF WHITE HIGH SCHOOL STUDENTS GRADUATE BUT ONLY 70% OF KIDS FROM COMMUNITIES OF COLOR DO. THE LABOR MARKET IS ALSO BRUISED BY DISPARATES.

PEOPLE OF COLOR UNDERREPRESENTED IN MANAGEMENT AND PROFESSIONAL POSITIONS BUT OVERREPRESENTED IN UNEMPLOYMENT. ECONOMIC BURDENS CAUSED BY DISPARITIES IN OUR ECONOMIC SYSTEMS, EDUCATION SYSTEMS AND THE CHRONIC STRESS THIS CREATES FUEL THE DEMAND FOR THE COUNTY AND STATE PROGRAMS THAT OFTEN ONLY MITIGATE THE IMPACTS OF POVERTY. AND WITHIN OUR SERVICE DELIVERY SYSTEM WE STILL SEE INEQUITIES IN HEALTH CARE, HEALTH OUTCOME, CHILD WELFARE, AND JUVENILE DETENTION. TO STEM THE TIDE OF DEMAND FOR THE SERVICES WE PROVIDE, WHICH IS REALLY WHERE WE NEED TO GO, WE NEED TO INVEST IN THE POLICIES AND PROGRAMS THAT KEEP POPULATIONS SECURELY AWAY FROM THE EDGE OF THE CLIFF. ADDITIONALLY WE NEED CONTINUED VILLAGE LAND ATTENTION TO DISMANTLING INSTITUTIONAL RACISM THAT PUSHES COMMUNITIES OF COLOR INTO POVERTY AT HIGHER RATES. SINCE MULTNOMAH COUNTY IS A MAJOR INSTITUTION, AN ECONOMIC DRIVER WITH JOBS, CONTRACTS, GRANTS, FUNDING TIED TO OUR POLICIES AND A CRITICAL VOICE FOR POLICY THAT REQUIRES INVESTMENTS TO DISMANTLE RACISM, BOTH INTERNALLY AND EXTERNALLY.

Ms. Wendt: GOOD MORNING, CHAIR KAFOURY AND COMMISSIONERS, I'M LIESL WENDT, DIRECTOR OF COUNTY AND HUMAN SERVICES. I WANTED TO TALK JUST A LITTLE A LITTLE BIT ABOUT THIS ARTWORK. IF YOU LOOK AT THE AMBULANCE IN OUR WORLD THAT, COULD BE SHELTER. THE BLUELINE COULD BE EQUIVALENT TO RENT ASSISTANCE, AND THE FENCE COULD BE AFFORDABLE HOUSING. THE INTERESTING CONVERSATION ON THE HUMAN SERVICE SIDE OVER THE LAST COUPLE MONTHS IN DROPPING THIS BUDGET HAS BEEN THAT WE NEED TO TAKE A PAGE FROM OUR HEALTH PARTNERS AND REALLY DEVELOP POLICIES TO HELP MOVE PEOPLE FURTHER FROM THE



FENCE. A RECOGNITION THAT SERVICES THROUGH THAT BLUELINE, THROUGH THE AMBULANCE, AREN'T GOING TO CHANGE. THE CONDITIONS BEHIND THE FENCE.

Ms. Wendt: THEY WILL HELP ELIMINATE THE CURRENT CONDITIONS BUT WE'VE GOT TO BEGIN TO LOOK UPSTREAM AND IDENTIFY WHAT ARE THOSE JOB TRAINING OPPORTUNITIES, THE EMPLOYMENT OPPORTUNITIES, WHAT ARE THE EDUCATIONAL OPPORTUNITIES THAT WE NEED TO INVEST IN, SO THAT PEOPLE ARE ABLE TO BE SUCCESSFUL. I THINK A COUPLE OF EXAMPLES I WANTED TO SHARE AS SORT OF THE ILLUSTRATION OF NEED, TRICIA HIT SOME OF THAT, BUT TO RECOGNIZE THAT ONE OUT OF FIVE PEOPLE IN MULTNOMAH COUNTY ARE ON FOOD STAMPS. 50% OF THE KIDS BORN IN OREGON QUALIFY FOR THE OREGON HEALTH PLAN. WHEN WE RECOGNIZE THAT 25% OF THE POPULATION IS POOR ENOUGH TO BE ON OHP WE'VE GOT SOME SIGNIFICANT INVESTMENTS TO DO ON THE HUMAN SERVICES SIDE, AND REALLY SHIFT THE WAY WE'RE THINKING ABOUT THOSE INVESTMENTS, EITHER IN DOLLARS OR POLICIES. WE'LL TALK MORE ABOUT THIS IN THE NEXT SLIDE.

MANY OF OUR DOLLARS COME FROM THE FEDERAL GOVERNMENT WITH VERY SPECIFIC STRINGS ATTACHED TO THOSE RESOURCES AND OFTEN REQUIRE PEOPLE TO BE IN DEEP POVERTY IN ORDER TO GET SERVICES. YOU CAN HAVE THE SERVICE BUT IF YOU MAKE MORE MONEY YOU LOSE. BUT YOU'RE STILL POOR. HOW DO WE WORK IN THAT -- PEOPLE AREN'T ROCK CLIMBERS, THEY CAN'T HANG FROM THE CLIFF FACE TO GO WITH THE ANALOGY. HOW DO WE HELP PEOPLE GET UP AND OVER THAT CLIFF FROM A PROGRAM SIDE AND LOOKING AT FEDERAL POLICIES. I THINK AN EXAMPLE OF THIS IS: SOMEBODY MIGHT GO OFF THE TANF PROGRAM BECAUSE THEY HAVE RECEIVED A JOB. THEY MIGHT BE MAKING \$10 AN HOUR. THEY ARE OVER INFOCUS TANF BUT THERE'S NO WAY TO AFFORD A RENTAL UNIT IF YOU'RE SINGLE OR HAVE CHILDREN. YOU'LL HEAR MORE ABOUT THAT IN THE NEXT PRESENTATION. YOU NEED MORE LIKE \$16 TO \$17 AN HOUR. WHAT DO WE HAVE TO DO TO DEAL WITH THAT GAP. SO OUR OPPORTUNITY IS TO ALTER THE CONDITIONS SO PEOPLE CAN LIVE WHERE THEIR COMMUNITY IS AND THRIVE SO THEIR KIDS CAN STAY IN SCHOOL. AS LOOK AT THE HEALTH IMPACT PYRAMID, JUST TO EXPLAIN A LITTLE BIT OF THIS, THE BIGGER BANG FOR OUR BUCK IS LOOKING AT POPULATION IMPACTS. AGAIN, IN HEALTH CARE THEIR SOME GREAT EXAMPLES THAT JOANNE TALKED ABOUT 32E CIGARETTES AND OTHER POLICY TOOLS. THE MORE WE SPEND ON INDIVIDUAL SERVICES AT THE TOP OF THAT PYRAMID, THE EMERGENCY ROOM, JAIL, SHELTERS, THE MORE EXPENSIVE THOSE INTERVENTIONS ARE.

Ms. Wendt: AS WE'VE BEEN HAVING A CONVERSATION ABOUT HEALTH CARE TRANSFORMATION, IF WE LOOK AT THIS BOTTOM RUNG IN ADDRESSING SOCIOECONOMIC FACTORS, IS WHERE WE HAVE THE POTENTIAL TO ALTER THE COURSE OF THE TOP OF THAT PYRAMID. WE HAVE GOOD EXAMPLES IN

THE COUNTY TO LOOK TO OF HOW WE DO THAT. PARTICULARLY LOOKING AT THE AGING DIVISION, WE'RE A LEADER IN LONG TERM CARE ACROSS THE COUNTRY. EARLY ON, ON THE AGING SIDE, FOLKS SAID IT'S MUCH MORE COST-EFFECTIVE TO STAY IN THEIR HOME OR IN A LOCAL SETTING RATHER THAN IN A NURSING HOME.

IT'S A BETTER PLACE FOR OUTCOMES, MORE COST-EFFECTIVE AND MORE SUSTAINABLE. I THINK WE CAN TAKE A PAGE FROM EXAMPLES LIKE THAT AND BEGIN TO APPLY TO KIDS AND FAMILIES. HOW DO WE CREATE A CONTINUUM SO PEOPLE ARE MEETING THEIR SOCIOECONOMIC NEEDS AND NOT HAVING TO GET THOSE NEEDS MET THROUGH SHELTER OR OTHER MORE DRASTIC INTERVENTIONS. OVER THE NEXT FISCAL YEAR THE OPPORTUNITY FOR US BETWEEN DEPARTMENTS, PARTICULARLY FOR HUMAN SERVICES THOUGH, IS TO FIND THAT SWEET SPOT BETWEEN THE SOCIOECONOMIC FACTORS AND POLICY CHANGES TO HELP INDIVIDUALS LIVE HEALTHIER LIVES. I DON'T WANT TO TAKE AWAY FROM SERVICES, THEY ARE CRITICAL. IT'S TO SAY WE NEED A STRONG SAFETY NET AND WE NEED TO BUILD ON THAT SO PEOPLE CAN BE ABLE TO THRIVE IN THEIR COMMUNITIES.

SO WE TOOK A VERY CRUDE LOOK AT BOTH OF OUR BUDGETS. WE LOOKED AT HOLISTICALLY PROGRAM OFFERS. WE'RE GOING TO MOVE TO THE NEXT SLIDE TO GIVE YOU A NICE VISUAL. WE'RE MIXING METAPHORS HERE, MOVING TO A RIVER NOW. WHAT WE DID IS WE LOOKED AT PROGRAM OFFERS BY UPSTREAM, WHAT ARE THOSE STRATEGIES AND POLICIES THAT ALTER CONDITIONS. MIDSTREAM, THINK PREVENTION. AND DOWNSTREAM AS WE'VE TALKED QUITE A BIT B EMERGENCY DEPARTMENT, SHELTERS, JAILS. WE GO BACK TO THE NEXT SLIDE AND LOOK AT WHERE ARE OUR CURRENT DOLLARS GOING. IF YOU SEE HEREST PRETTY DRAMATIC THAT THE VAST AMOUNT OF RESOURCES IN BOTH DEPARTMENTS ARE DOWNSTREAM.

AGAIN, WHERE THEY SHOULD BE SO THAT PEOPLE ARE GETTING CAUGHT. SO FOR DCHS 85% OF DOWNSTREAM, 14% MID TIME FRAME, UPSTREAM 1%. WE'VE GOT OUR TOE IN THE WATER. I THINK THE HEALTH DEPARTMENT SHOULD BE LOOKING AT THOSE STATS IN A MINUTE. WHAT'S CLEAR ABOUT THIS IS REALLY LOOKING AT THE HYDRAULICS OF SOME OF THESE INVESTMENTS, WHAT HAPPENS WHEN KIDS GRADUATE FROM HIGH SCHOOL, PARTICULARLY KIDS OF COLOR? THEIR INCOME POSSIBILITIES DECREASE AND THEIR ABILITY TO ACCESS SERVICES. OTHER PARTNERS, WORKFORCE, BUSINESS COMMUNITY, HEALTH CARE, SEE ADDRESSING SOCIOECONOMIC FACTORS AS GOOD FOR THEIR BOTTOM LINE.

Ms. Wendt: I THINK THE OPPORTUNITY FOR US IS TO REACH OUT TO PERHAPS UNLIKELY PARTNERS IN HUMAN SERVICES. ARE THERE ALLIANCES AND TRAGEDIES THAT WE CAN WORK WITH THE BUSINESS COMMUNITY ON SO THAT PEOPLE HAVE ACCESS TO EMPLOYMENT AND ARE ABLE TO EARN A WAGE SO THEY CAN PROVIDE FOR THEIR FAMILIES. THAT'S NEW WORK FOR

US, WE DO A LITTLE OF THAT AND I THINK THERE'S OPPORTUNITY FOR US TO DO MORE OF THAT IN THE FUTURE. ONE OF THE OTHER THINGS WE TALKED B THE FEDERAL GOVERNMENT IS BEGINNING TO MAKESHIFTS IN SOME OF THESE CONVERSATIONS. THIS IS JUST AN ILLUSTRATION. WHEN THE LAST FARM BILL PASSED USDA SAID WE'VE REALLY GO THE TO INVEST IN EMPLOYMENT AND TRAINING. MANY PEOPLE RECEIVING FOOD STAMPS ARE WORKING. HOW IS THE WE CAN INCREASE PEOPLE'S ABILITY TO EARN MORE, INCREASE HOURS AND MOVE UP THE ECONOMIC LADDER. WE'RE IN AN INTERESTING TIME. A FARM BILL IS LOOKING AT EMPLOYMENT AND TRAINING, THAT'S NOT WHERE ONE WOULD THINK POLICY WOULD BE HEADED. WE'VE GOT SORT OF STRETCH OURSELVES TO THINK ABOUT WHAT DOES IT LOOK LIKE SO PEOPLE CAN EARN A LIVING WAGE.

Ms. Tillman: SURE. FOR THE HEALTH DEPARTMENT, ABOUT 65% OF OUR BUDGET IS FOCUSED DOWNSTREAM, 32% MIDSTREAM. WHILE WE'VE BEEN THINKING BIT A LOT LONGER STILL ONLY ABOUT 3% OF OUR BUDGET FOCUSES ON THE UPSTREAM LOOKING AT SOCIAL DETERMINANTS OF HEALTH AND EQUITY. FOR US, THE INVESTMENTS AGAIN, AS LIESL MENTIONED, TEND TO FOCUS ON PROVIDING SAFETY NET AND CRISIS INTERVENTION SERVICES THAT'S DRIVEN BY THE FEDERAL DOLLARS COMING IN TO OUR STATE AND TO OUR COUNTY, WHICH ALSO FOCUS HISTORICALLY ON MORE THE CRISIS ORIENTATION, HELPING PEOPLE COPE WITH POVERTY, HELPING PEOPLE GET HEALTHIER WHILE THEY ARE POOR. IF WE ARE GOING SHIFT MORE UPSTREAM WE'D HAVE TO LOOK AT OTHER PARTNERSHIPS THAT WOULD ALLOW TO US INVEST IN THE DRIVERS OF GOOD HEALTH AND WELL-BEING LIKE ECONOMIC DEVELOPMENT, WORKFORCE DEVELOPMENT, HOUSING AND TRANSPORTATION. THAT WOULD MEAN DIFFERENT FEDERAL PARTNERSHIPS, DIFFERENT STATE AND REGIONAL PARTNERSHIPS. SO JUST SOME EXAMPLES OF NEW PROGRAM OFFERS COMING UP, WHICH YOU'LL HEAR MORE ABOUT TOMORROW. FOR THE HEALTH DEPARTMENT, THE FUTURE GENERATIONS COLLABORATIVE IS AN EXAMPLE, A GREAT EXAMPLE OF AN UPSTREAM INVESTMENT. BECAUSE IT FOCUSES ON COMMUNITY DRIVEN AND TRAUMA INFORMED APPROACHES TO PROMOTING BETTER BIRTH OUTCOMES IN THE URBAN NATIVE AMERICAN COMMUNITY.

THE HEALTH EQUITY INITIATIVE INVESTMENT WOULD ALSO RESPOND TO NUMEROUS COMMUNITY RECOMMENDATIONS AND AS SPECIFICALLY MENTIONED IN THE COALITION OF COMMUNITY OF COLOR, UNSETTLED PROFILE REPORT. THIS IS AN APPROACH THAT WILL HELP THE HEALTH DEPARTMENT IMPLEMENT ANOTHER STRATEGY MENTIONED IN THEIR REPORT, WHICH FOCUSES ON INSTITUTIONS ESTABLISHING ZERO TOLERANCE FOR RACIAL AND ETHNIC DISPARITIES. THE INVESTMENT WOULD SUPPORT ACCOUNTABILITY STRUCTURES TO ENSURE PROGRESS ON REDUCTION OF HEALTH DISPARATES, DEVELOPING PLANS WITH MEASURABLE OUTCOMES AND PARTNERSHIPS WITH COMMUNITIES OF COLOR WHICH IS CENTRAL TO OUR HEALTH EQUITY FOCUSED COMMUNITY

HEALTH IMPROVEMENT PLANS WOULD ALSO IDENTIFY AND ADDRESS SYSTEM GAPS FOR POPULATIONS, EXPERIENCES INEQUITIES AND DEVELOP INFRASTRUCTURE FOR IMPLEMENTING UPTIME FRAME POLICY CHANGES AND SERVICE DELIVERY IMPROVEMENTS THAT HAVE BEEN IDENTIFIED.

Ms. Wendt: FOR DCHS OUR DIFFERENT PROGRAM OFFERS YOU'LL HEAR ABOUT THIS AFTERNOON, ONE OF THEM IS AN ECONOMIC OPPORTUNITY INITIATIVE. IT'S AN OPPORTUNITY TO HELP LOWER INCOME FAMILIES DEVELOP FINANCIAL OPTIONS, FINANCIAL LITERACY, SMALL BUSINESS DEVELOPMENT, ACCESS TO THE EARNED INCOME TAX CREDIT, WAYS FOR PEOPLE TO IMPROVE THEIR ASSETS AND THEIR OWN UNDERSTANDING OF FINANCIAL LITERACY. A COUPLE OTHER THINGS THAT COULD POTENTIALLY INCLUDE FINANCIAL COACHING, CREDIT BUILDING OPPORTUNITIES, A HUGE CHALLENGE FOR FAMILIES TO BUILD ASSETS AND SECURE HOUSING. THEY CAN BE ON THE PATH TO ACHIEVING ECONOMIC STABILITY. THE SECOND, THE RACIAL JUSTICE INITIATIVE IS TO REALLY LOOK AT STUDENT AND YOUTH OUTCOMES, PARTICULARLY STUDENTS OF COLOR AFFECTED BY DISPROPORTIONATE DISCIPLINE, AS WELL AS OTHER EDUCATIONAL OUTCOMES WE HOPE TO ADDRESS IN PARTNERSHIP WITH THE BOARD.

Ms. Fuller: SO OUR REAL PURPOSE TODAY IS TO GIVE YOU FOOD FOR THOUGHT. AND TO LET YOU KNOW THAT AS WE HAVE DUG DEEPER INTO EXAMINING THE COUNTY'S MULTIPLE ROLES AND DRIVING A REALLY TRANSFORMATIVE PROCESS OF LOOKING AT HEALTH CARE TRANSFORMATION, WE'VE IDENTIFIED THIS OPPORTUNITY TO MOVE UPSTREAM AS A PLACE WHERE WE CAN MAKE A UNIQUE DIFFERENCE AS AN ORGANIZATION IN WHAT HAPPENS IN TERMS OF HEALTH CARE TRANSFORMATION AND THE OUTCOMES IN OUR COMMUNITY. WE KNOW WE ALL NEED TO TAKE A COMPREHENSIVE APPROACH TO PREVENTION. NOT JUST PILOT PROGRAMS OR INDIVIDUAL LITTLE THINGS IN THE COMMUNITY BUT REALLY BROAD STRATEGIES THAT ARE GOING TO REALLY MOVE THE DIAL IN TERMS OF WHAT'S HAPPENING IN PEOPLE'S LIVES. WE WANT TO UTILIZE THE COMBINED EFFORTS OF HEALTH AND HUMAN SERVICES IN TACKLING DISPARITIES IN POVERTY. WE FEEL LIKE THERE'S A GREAT SYNERGY AND CONNECTION AND THERE HASN'T ALWAYS BEEN THAT VIEW.

YOU KNOW, WE'RE SYMBOLIZING THAT, THE THREE OF US UP HERE. NANCY'S ROLE WHICH EXPANSES BOTH ORGANIZATIONS AND WORKS WITH CRIMINAL JUSTICE ON THE HEALTH CARE TRANSFORMATION, THIS IS REALLY A COLLECTIVE IMPACT STRATEGY ACROSS THE COUNTY TO ADDRESS OUR COMMUNITY, WHAT'S HAPPENING IN OUR COMMUNITY. WE REALLY WANT TO ENCOURAGE TO YOU USE YOUR POLICY AUTHORITY, WHICH IS UNIQUE, TO CREATE THE FOUNDATION FOR BETTER HEALTH IN OUR COMMUNITY. WE PLEDGE TO BRING TO YOU OPPORTUNITIES THAT YOU HAVE TO BE ABLE TO MAKE THAT DIFFERENCE BY SETTING A POLICY FRAME. AND THEN CONTINUE, YOU KNOW, THIS IS AN AND BOTH PRESENTATION TODAY. WE NEED TO

CONTINUE THE QUALITY SAFETY NET THAT WE HAVE STRUGGLED TO MAINTAIN THROUGH THE ECONOMIC DOWNTURN. I THINK DONE A VERY GOOD JOB OF HOLDING THINGS TOGETHER DURING REALLY TRYING TIMES. AND NOW, AS WE COME OUT OF THAT, WE HAVE THIS OPPORTUNITY TO NOT ONLY MAINTAIN THAT SAFETY NET BUT MAKE THESE UPSTREAM INVESTMENTS AND THINK ABOUT HOW WE GET AHEAD OF THE PROBLEMS THAT WE'VE BEEN STRUGGLING TO ADDRESS IN THAT DOWNSTREAM WAY. SO THAT'S OUR FRAMEWORK FOR YOU TODAY. AND WE'LL TAKE QUESTIONS.

Chair Kafoury: QUESTIONS OR COMMENTS?

Vice-Chair Bailey: THANK YOU, CHAIR. GREAT PRESENTATION, I WISH WE HAD ALL DAY TO REALLY DIVE INTO THE DETAILS ON THIS BECAUSE AS YOU KNOW, WE HAVE JUST SCRATCHED THE SURFACE ON THIS SUBJECT. I'M REMINDED OF PRESENTATIONS WE'VE HAD BEFORE THIS BOARD WHEN WE HAD PEOPLE LIKE DR. LARRY WALLING ACH TELLING US IN ORDER TO GET UPSTREAM, WE'RE NOT JUST GETTING UPSTREAM IN AN INDIVIDUAL'S LIFE BUT IN THEIR PARENTS' LIFE AND THEIR GRANDPARENTS' LIFE THAT. ADDS EXTRA DIMENSIONS TO THAT CLIFF MODEL YOU SHOWED. IT'S ALSO A SENSE OF URGENCY. ALREADY TOO LATE TO INFLUENCE SOUTHBOUND'S GRANDPARENTS' LIFE BUT IT DOESN'T MEAN WE CAN'T MAKE SURE WE'RE BENDING THE ARC NOW. YOU'VE HEARD IT FROM US SEVERAL TIMES, LOOKING FOR INVESTMENTS NOW TO BEND COST CURVES IN THE FUTURE THAT PAY DIVIDENDS OVER TIME, THAT DEAL WITH THE FACT THAT WE DO HAVE RISING COSTS AND HELP KEEP US IN THE BLACK LOOKING AT A BALANCED BUDGET GOING FORWARD. I THINK THE SWEET SPOT IS IN A LOT OF THE AREAS THAT YOU'RE TALKING ABOUT.

Commissioner Shiprack: I JOIN WITH MY COLLEAGUE IN THANKING YOU FOR THIS PRESENTATION. I WANT TO REALLY LAND HARD ON THIS POSITIVE SYNERGY WE'VE GOT GOING, THAT IS THE ACKNOWLEDGEMENT OF REALLY IMPORTANT GROUND FOR OUR WORK, THAT DOES NOT LIE FIRMLY WITHIN THE PURVIEW OR WITHIN THE SORT OF CLASSIC SEPARATIONS BETWEEN DEPARTMENTAL WORK. AND IN THAT WAY, YOU REALLY LEAD THE BOARD BECAUSE WE'RE KIND OF STUCK WITH OUR BUDGET MODEL, WHICH FILLS SILOS UP AND SENDS YOU OFF TO DO GOOD WORK TOGETHER.

I DO WANT TO SAY, LIESL, I HIGH-CENTERED ON YOUR COMMENT ABOUT WAGES. AND WHEN I SAY I HIGH-CENTERED, I CALLED UP MY CALCULATOR TO ANSWER FOR ME THE \$16 AN HOUR WORKERS' CONUNDRUM. LET ME SAY THAT I'M NOT ADDRESSING THE MINIMUM WAGE WORKER. AND I SEE GRINNING GOING ON IN THE BACK OF THE ROOM BECAUSE THIS IS NOT THE FIRST TIME THAT THIS HAS BEEN DISCUSSED OR THAT I'VE HIGH-CENTERED ON THIS. I WANT YOU TO KNOW, AS I SAT HERE, \$16 TIMES A 40-HOUR WORKWEEK, SHOULD \$16 BE FORTUNATE ENOUGH TO WORK 40 HOURS A WEEK, IS \$6 FORTY A WEEK. THIS IS JUST RAW NUMBERS. MY LITTLE

EXAMPLE DOESN'T PAY ANY TAXES. 52 WEEKS A YEAR, THAT IS \$33,280 A YEAR WITHOUT TAXES. DIVIDE THAT BY 12 AND THAT WORKER IS GETTING \$2,773 A MONTH, NO TAXES. AFFORDABLE HOUSING IS 33% SO. THAT WORKER, NOT COUNTING ANY TAX LIABILITY, HAS \$915 A MONTH TO PAY FOR RENT. NEXT LITTLE BIT OF INFORMATION AT MY DISPOSAL IS WHAT IS THE AVERAGE COST OF A ONE BEDROOM APARTMENT WITHIN 10 MILES OF THE CITY OF PORTLAND.

Commissioner Shiprack: THE AVERAGE COST OF A ONE-BEDROOM APARTMENT IS \$1,318 A MONTH. NOW ATS POINT THINGS START TO GET PRETTY DICEY BECAUSE UNFORTUNATELY THAT PERSON REALLY DOES HAVE TO PAY TAXES AND UTILITIES AND FOOD AND GAS AND CHILD CARE. I GUESS CLOTHING. YOU KNOW, THE AMOUNT OF DISPOSABLE INCOME A WEEK AFTER THE IMAGINARY \$915 A MONTH RENTAL IS \$464.50 A WEEK. I CHALLENGE ANYBODY IN THIS ROOM TO PUT THAT BUDGET TOGETHER WITH CHILD CARE, UTILITY BILLS, AND FOOD, ALL OF THOSE COSTS OF LIVING. AND THAT KIND OF DEFINES I THINK PARTLY DEFINES FOR MULTNOMAH COUNTY HOW BIG OUR SERVICE POPULATION IS, HOW PRECARIOUSLY THEY EXIST, IF THEY SHOULD BE SO DETERMINED TO MAKE IT ON THEIR OWN AND SO COMPETITIVE THAT THEY ARE ACTUALLY ABLE TO ELBOW THEIR WAY INTO A JOB THAT PAYS \$16 AN HOUR, AND I HAVEN'T INCLUDED ANY OF THEIR TAX LIABILITY.

IF YOU CHUNK ALL OF THAT DOWN BY A QUARTER, THAT'S WHERE THIS REAL PERSON IS. THIS REALLY LUCKY PERSON WHO'S GETTING \$16 AN HOUR -- AND OH, BY THE WAY, WORKING 52 WEEKS A YEAR OR BEING PAID FOR 52 WEEKS A YEAR. SO I WANT TO GO BACK AND SAY, THE SYNERGY HERE IS WONDERFUL AND THIS IS ALL VERY, VERY GOOD. AND I WOULD REALLY LIKE TO SEE US DO SOME MODELING IN TERMS OF THE WHOLE COMMUNITY, IN ORDER TO BUILD SUPPORT FOR THE WORK THAT YOU ARE DOING, WITH THE PRIVATE SECTOR IN THIS COMMUNITY, AND WITH OUR -- WITH THE POPULATION THAT WE SERVE. JUST GIVEN THIS MATH I WANT TO SAY THERE'S NO SHAME IN NEEDING HELP.

Ms. Tillman: COMMISSIONER SHIPRACK, YOU'VE COVERED HALF OF THE NEXT PRESENTATION. ABSOLUTELY. THERE'S TWO PIECES I WANTED TO ADD TO THAT, THIS MORNING I ACTUALLY JUST LOOKED AT CHILD CARE RATES BECAUSE I WANTED TO HAVE THAT INFORMATION FOR THE NEXT PRESENTATION. BUT FOR TWO KIDS, IF YOU'RE A SINGLE MOM, CHILD CARE IS KANSAS CITY 1500 TO OVER \$2,000, SO JUST FOR PERSPECTIVE WITH THAT BUDGET. SECOND, TO COMMISSIONER BAILEY'S POINT, WE'RE AT A REALLY INTERESTING TIME. SEVERAL OF US RECENTLY ATTENDED A FEDERAL RESERVE CONFERENCE WHERE THE FEDERAL RESERVE WAS TALKING ABOUT INCOME INEQUALITY, SO I THINK IT'S INTERESTING WHO'S PAYING ATTENTION TO THE CONVERSATION AND A SENSE OF URGENCY, IT'S POLICIES LIKE FAMILY LEAVE, MINIMUM WAGE, EARLY CHILDHOOD SUPPORT,

BUT IT'S GOING TO PULL PEOPLE OUT OF POVERTY OR PRECARIOUS INCOME SITUATIONS.

Chair Kafoury: COMMISSIONER MCKEEL.

Commissioner McKeel: I APPRECIATE THIS PRESENTATION, TOO. HAVING THE TWO DEPARTMENTS COMING TOGETHER AND TALKING ABOUT HOW YOU CAN WORK TOGETHER ON THESE DIFFERENT ISSUES, I ALSO AM ALWAYS ABOUT PREVENTION. I'M ALWAYS LOOKING HAPPY TO LOOK UPSTREAM. LIESL, YOU MIGHT HAVE PUT SOMETHING IN A LITTLE BIT OF CONTEXT BUT TALKING ABOUT WHAT THE NEEDS TO MOVE THE DIAL ON THIS END AROUND FAMILY LEAVE, THOSE SORTS OF THINGS. THAT'S REALLY WHAT I'M LOOKING FOR. THIS IS A LOT OF INFORMATION AND YOU'VE GOTTEN US THE POLICY, WHICH IS GOOD, THAT'S OUR LANE. BUT I'M LOOKING FOR A LOT MORE INFORMATION AROUND HOW THAT ALL WORKS, TO INCREASE THE BUDGET A LITTLE BIT ON THE UPSTREAM SIDE. SO THANK YOU.

Commissioner Smith: GOOD MORNING, THANK YOU FOR THE PRESENTATION, IT'S SO EXCITING TO SEE THAT WE HIT THE METRICS, THAT'S GOOD, 88 HEALTH DEPARTMENT. THIS IS GREAT. HAVING THE CONVERSATION ABOUT -- I THINK THIS CONVERSATION WOULD HAVE BEEN HAD ABOUT 10 YEARS AGO ABOUT INSTITUTIONAL RACISM, LOOKING UPSTREAM, PREVENTATIVE STEPS WE CAN TAKE AS GROUP AND SAY, HOW CAN WE KIND OF, LIKE YOU SAID JOANNE, MOVE THE DIAL WITH PEOPLE WHO ARE THE MOST VULNERABLE. I LOVE, LOVE, LOVE YOUR PRESENTATION. ONE OF THE THINGS IN TERMS OF HEALTH CARE TRANSFORMATION, CAN YOU TELL US, WHAT ARE SOME OF THE CHALLENGES THAT WE'RE CURRENTLY FACING THAT WE NEED TO PAY ATTENTION TO?

Ms. Fuller: I'LL TAKE THAT FOR STARTERS. THERE'S I THINK TWO BIG CHALLENGES. ONE IS IN THE TRADITIONAL SYSTEM, WHICH IS ABOUT -- WHICH IS ABOUT THE LACK OF ACCESS AND CAPACITY. AND WE KNEW THAT WAS GOING HAPPEN. WE TALKED WITH YOU ABOUT THAT AS WE BEGAN HEALTH CARE TRANSFORMATION AND WE'RE CONTINUING TO TRY TO ADDRESS IT.

WE'RE IN AN ENVIRONMENT WHERE EVERYONE IN THE WORLD IS HIRING PROVIDERS. SO PART OF ADDRESSING THAT STRATEGY IS FOR US TO CONTINUE TO BE COMPETITIVE IN THAT ENVIRONMENT FOR QUALITY PROVIDERS. BUT ALSO FOR US TO CONTINUE TO THINK ABOUT HOW WE PUSH OUR ASSUMPTIONS ABOUT WHO CAN DO WHAT, IN THE HEALTH CARE SYSTEM, AND TO USE NONTRADITIONAL PROVIDERS AND ALSO FOR ALL OF OUR PROVIDERS TO WORK AT WHAT THEY CALL THE TOP OF THEIR LICENSE. SO BASICALLY TO UTILIZE EVERYBODY'S SKILLS TO THE MAX. AND THEN THE OTHER THING THAT I SEE IS REALLY RELEVANT TO THE MOVING UPSTREAM, WHICH IS IT'S TAKEN A WHILE FOR THE COORDINATED CARE ORGANIZATIONS

AND OUR OTHER PARTNERS IN HEALTH CARE TRANSFORMATION TO KIND OF WRAP THEIR HEADS AROUND THE IDEA THAT WE ARE NOT GOING TO MEET OR HEALTHY GOALS BY JUST TRANSFORMING THE CARE AS IT IS TODAY.

Ms. Fuller: THEY, TOO, HAVE TO CARE ABOUT POPULATION HEALTH, AND THAT CARE BEING POPULATION HEALTH IS MORE THAN MESSAGE BUSY, YOU KNOW, BRUSH YOUR TEETH AND WALK A LOT AND DON'T SMOKE AND WHATEVER. BUT THAT REALLY IS ABOUT INVESTING IN CHANGES IN THE COMMUNITY. AND SO THEY ARE RIGHT ON THE VERGE OF THOSE CONVERSATIONS. I TALKED AT THE BEGINNING OF THIS ABOUT CHANGING CONVERSATION WITH FAMILY CARE. AND BOTH THE HOSPITAL SYSTEMS, THE COORDINATED CARE ORGANIZATIONS, KIND OF ALL OF THAT, WHERE THERE'S A TON OF MONEY SORT OF INVESTED IN TRADITIONAL HEALTH CARE, THEY ARE BEGINNING TO KIND OF WRAP THEIR HEADS AROUND WHAT DOES IT LOOK LIKE TO CARE ABOUT POPULATION HEALTH. THOSE ARE THE TWO THINGS I SEE.

Commissioner Smith: IN TERMS OF US GETTING REIMBURSEMENTS FROM MEDICAID HOW THAT IS LOOKING? WHAT DO WE SEE? ARE WE EVEN? ARE WE AHEAD OF THE GAME?

Ms. Fuller: THAT'S LOOKING PRETTY GOOD, AND WE WILL TALK A LOT MORE ABOUT THAT TOMORROW WHEN WE DO THE HEALTH DEPARTMENT PRESENTATION.

Commissioner Smith: AND THE LAST THING, I NOTICE ONE OF YOUR CHALLENGES UNDER YOUR BUSINESS OPERATION WAS ATTRACTION AND RETENTION OF A DIVERSE WORKFORCE. TELL ME WHAT WE'RE DOING TO MEET THAT CHALLENGE.

Ms. Fuller: A LOT OF DIFFERENT THINGS. FOR ONE THING WE'RE -- FOR A LONG TIME DEPARTMENTS DURING OUR ECONOMIC DOWNTURN, IT'S BEEN REALLY HARD FOR DEPARTMENTS TO INVEST IN RECRUITMENT. AND YOU KNOW, WELL, I MEAN, SO WE NEED TO BE RECRUITING IN THE RIGHT PLACES TO BE ABLE TO GET A WORKFORCE APPLYING FOR OUR JOBS, THAT REPRESENTS THE DIVERSITY THAT WE WANT TO HAVE IN OUR ORGANIZATION. AND THEN TRAVIS GRAVES AND HIS STRATEGIC PLAN AT H.R. HAS BEEN LEADING AN EFFORT TO TAKE A LOOK AT OUR MINIMUM QUALIFICATIONS AND TO LOOK AT OUR HIRING PROCESSES, TO MAKE SURE THAT WE'RE NOT UNINTENTIONALLY SCREENING OUT PEOPLE BY OUR ASSUMPTION BUSY WHAT IT TAKES TO DO OUR JOBS. AND BY OUR USING POTENTIALLY OUTMODED HIRING PRACTICES. SO WE'RE WORKING ON THAT. AS YOU KNOW, COMMISSIONER SMITH A HUGE DEAL IS THE EFFORT THAT YOU'VE BEEN A LEADER IN, TO TRY TO GET YOUNG PEOPLE INTERESTED IN COMING TO WORK IN OUR WORLD. AND SO THE SUMMER WORKS AND OTHER INTERNSHIP OPPORTUNITIES, AND OUTREACH THAT WE DO TO TALK TO COLLEGE CLASSES AND OTHER THINGS IS ALL



ABOUT GETTING PEOPLE EXCITED AND UNDERSTANDING THAT, YOU KNOW, YOU THINK ABOUT IT AS GOVERNMENT QUOTE, UNQUOTE, BUT IT'S A LOT OF COOL THINGS WE DO AS AN ORGANIZATION THAT'S A GREAT PLACE FOR PEOPLE TO CONTRIBUTE.

Commissioner Smith: ONE OF THE THINGS I TRY TO DO WHEN I TRAVEL HE IS LIKE, WHEN I GO TO D.C., I GO TO HOWARD AND DROP OFF INFORMATION, CONSIDER OREGON. PEOPLE THINK WE'RE SUCH A FAR-OFF KIND OF IN SPACE PLACE. BUT ONCE THEY GET HERE THEY ACTUALLY REALLY LOVE IT. I TRY TO GO TO UNIVERSITIES PARTICULARLY THAT SERVE HISTORICALLY BLACK UNIVERSITY, LIKE TEXAS. I'LL BE THERE AND DROP OFF PACKETS AND SAY CONSIDER US. BUT I THINK THAT ONE OF THE THINGS THAT WE REALLY NEED TO BE VERY DELIBERATE ABOUT, BECAUSE THE POPULATION OF OREGON, THE COLOR IS CHANGING. WE NEED TO FIGURE OUT AND BE VERY, VERY DELIBERATE ABOUT MAKING SURE THAT WE INVITE FOLKS ABOUT THIS KIND OF WORK. WE HAVE WORK IN MONEYS, LOW-INCOME HOUSING, WE'RE ACTUALLY MOVING THE DIAL WITH YOUTH. THAT'S SOMETHING I THINK IS ATTRACTIVE FOR THOSE YOUNG PEOPLE WHO HAVE SKILLSETS WITH I.T., THIS IS A GREAT OPPORTUNITY TO AND WORK WITH LOCAL GOVERNMENT. I THINK ALL THOSE THINGS YOU'RE DOING IS GREAT AND WE NEED TO DO MORE OF IT, TRY AND FIGURE OUTWEIGHS TO BE A LITTLE MORE DELIBERATE.

Ms. Fuller: YES, MA'AM.

Vice-Chair Bailey: FOLLOWING UP ON A COUPLE OF COMMENTS THAT YOU MADE. I THINK IT'S VERY ENCOURAGING THAT WE ARE STARTING TO FOCUS SOME OF OUR HEALTH CARE DOLLARS ON THESE UPSTREAM EFFORTS. OBVIOUSLY THROUGH OUR SPECIFIC ROLE IN THAT THERE'S AN ENORMOUS AMOUNT OF OPPORTUNITY. I THINK THOSE EFFORTS WILL BE ENCOURAGING. I HOPE WE CAN PUSH THEM AS FAR AS WE CAN, BECAUSE THERE IS CLEARLY A LINK, AS YOU'VE HEARD FROM MY COLLEAGUES, BETWEEN SOME OF THE MOST BASIC POLICY ASPECTS AND THESE OUTCOMES. WHILE THERE IS AN INCREDIBLY COMPLEX AREA, AT ITS CORE IT'S NOT REALLY ROCKET SCIENCE. GIVE FOLKS A CHANCE TO HAVE SOME TIME AT HOME WITH THEIR CHILDREN WHEN THEY ARE BORN. MAKE SURE THEY HAVE AN ABILITY TO EARN A GOOD INCOME WHEN THEY GO BACK TO WORK. MAKE SURE CHILD CARE ISN'T BREAKING THE BACK OF THOSE FAMILIES WHEN THEY DO EARN AN INCOME. AND GIVE THEM AN ABILITY TO PUT HEALTHY FOOD ON THE TABLE. THAT OFTEN BECOME AS LOT EASIER WHEN THERE'S TWO PARENTS THAT ARE SHARING IN THE HOUSEHOLD. MORE OFTEN THAN NOT THAT MEANS ALSO FOCUS ON DADS, THAT'S REALLY IMPORTANT, AND ENGAGING MEN IN THE COMMUNITY TO BE FULL PARTNERS IN THIS EFFORT, AND TO BE ABLE TO SPEND THAT TIME WITH THEIR KIDS AND TO BE ABLE TO BE PARTNERS IN THAT. I HOPE AS WE'RE LOOKING AT THESE EFFORTS WE'RE THINKING THROUGH THOSE FAMILY DYNAMICS AS WELL.

Ms. Fuller: COMMISSIONER BAILEY, I HAVE TO SAY ABSOLUTELY 100% OF WHAT YOU'RE SAYING, AND THAT ISSUE OF DADS IF WE DON'T ADDRESS DISPARITIES IN THE CRIMINAL JUSTICE SYSTEM WE ARE NOT ABLE TO GET THE AFRICAN-AMERICAN DADS BACK. WE REALLY NEED -- THAT NEEDS TO BE. WE KNOW THAT'S TIED TO WHAT WE'RE TALKING ABOUT HERE AND WE'RE NOT TALKING ABOUT IT VERY MUCH TODAY BUT THAT'S REALLY AN IMPORTANT PART OF IT, TOO.

Chair Kafoury: EXCELLENT. THIS HAS BEEN GREAT, THANK YOU SO MUCH. AND WE LOOK FORWARD TO OUR NEXT CONVERSATION AS WELL TO, CONTINUE ON THIS TOPIC. SYSTEMS OF CARE. HOUSING FOR VULNERABLE POPULATIONS.

**BWS-11b     Budget Work Session - Systems of Care: Housing for Vulnerable Populations. Presenters: Liesl Wendt, Director, County Department of Human Services; Mary Li, Senior Manager, Community Services Division; Marc Jolin, *A Home for Everyone Initiative* Director.**

Ms. Wendt: WE KNOW HOUSING IS INTEGRAL TO A HEALTHY COMMUNITY. I FEEL LIKE A NEED A COSTUME CHANGE. GOOD MORNING, LIESL WENDT, HOUSING DIRECTOR. WHEN WE PUT THIS PRESENTATION TOGETHER, YOU WILL HEAR A LOT MORE ABOUT THIS AFTERNOON IN THE PROJECT DEPARTMENT. WE'RE NOW A DEPARTMENT OF FIVE DIVISION, AND THE BIG'S ASKS ARE WITH THE NEEDS AROUND HOUSING. IT WAS PROFOUND TO HEAR SUCH SIGNIFICANT NEED ACROSS MULTIPLE POPULATIONS FOR HOUSING. SO WHAT WE WANT TO TALK ABOUT TODAY IS WE KNOW THAT THE HOUSING NEEDS HAVE TO DO WITH WHAT'S AVAILABLE. AND WE ALSO KNOW KIND OF PIGGYBACKING ON COMMISSIONER SHIPRACK'S CONVERSATION THIS MORNING, IT'S ABOUT THE GROWING INEQUITY BETWEEN HOUSING COSTS AND INCOME LEVEL. WE WANT A LITTLE CONTEXT ABOUT WHAT ARE THE JOBS AND WAGES IN OUR COMMUNITY. I'LL START WITH SOME CONTEXT SETTING.

MARY LI WILL TALK ABOUT SOME OF OUR CURRENT AND NEW BUDGET ASKS. AND MARC JOLIN WILL TALK ABOUT A HOME FOR EVERYONE INITIATIVE. BACK TO THE TRIANGLE, WHICH SHOULD LOOK VERY FAMILIAR TO YOU. ONE OF THE THINGS THAT CERTAINLY COULD BE A POLICY INVESTMENT TO MOVE UPSTREAM REALLY IS THAT AFFORDABLE HOUSING ADDRESSING THE BOTTOM OF THE PYRAMID. WE KNOW AS YOU HEARD EARLIER TODAY THAT THE WORK AT THE FOUNDATIONAL LEVEL IS REALLY WHERE OUR BIGGEST IMPACT SHOULD BE. THE SAFETY NET SERVICES ARE CRITICAL AND NEED TO BE ACCOMPANIED BY SOME OF THOSE UPSTREAM INVESTMENTS LIKE AFFORDABLE HOUSING, YOU'LL HEAR MORE ABOUT THAT IN A MINUTE. THE NEXT SLIDE IS DEFINITELY SOBERING. I FEEL A LITTLE BIT LIKE DEBBIE DOWN THEY ARE MORNING BUT THIS IS REAL, WHAT'S HAPPENING IN OUR

COMMUNITY. THE MORE WE UNDERSTAND IT THE MORE STRATEGIC WE CAN BE AT ADDRESSING IT. THE VACANCY RATE ACROSS THE COMMUNITY IS 3%. BUT IN CERTAIN AREAS OF COMMUN IT'S ACTUALLY MUCH LOWER THAN 3%. I DON'T KNOW IF ANY OF YOU HAVE TALKED TO NEIGHBORS, FRIENDS, YOUNG PEOPLE LOOKING FOR HOUSING, SOME OF THE STORIES PEOPLE TELL OF JUST TRYING TO FIND A LANDLORD THAT YOU CAN GET AN APPLICATION FROM BECAUSE MAYBE 10 PEOPLE HAVE JUST BEEN IN FRONT OF YOU. IT'S QUITE STAGGERING.

Ms. Wendt: IT'S HARD TO NOT PICK UP A PAPER OR AN ONLINE MEDIA SOURCE AND NOT HEAR ABOUT THE CHALLENGES OF AFFORDABLE HOUSING IN THIS COMMUNITY. RENTS IN PORTLAND METRO ROSE 20.45% OVER THE LAST FIVE YEARS. AND WE'LL HEAR MORE ABOUT THIS LATER BUT INCOME DID NOT RISE BY 20.45%. THE MATH EQUATION COMMISSIONER SHIPRACK IS WORKING ON IS REALLY CRITICAL. WE'RE THE SIXTH FASTEST RISE IN THE NATION ACCORDING TO A NEW STUDY FROM THE NATIONAL ASSOCIATION OF REALTORS. TO SORT OF GET AT THE SECOND BULLET POINT HERE, ACCORDING TO THE CITY OF PORTLAND'S RECENT HOUSING REPORT THEIR VIRTUALLY NO AFFORDABLE HOUSING UNITS FOR PEOPLE WITH A VERY LOW INCOME, UNDER \$15,000.

AFFORDABILITY IS DEFINED AS SPENDING UP TO 30% OF YOUR INCOME ON HOUSING SO YOU HAVE RESOURCES LEFT OVER FOR FOOD, HEALTH CARE, CLOTHING, OTHER BASIC NEEDS. SO HOUSEHOLDS THAT SPEND MORE THAN 30% ON HOUSING COSTS CONCLUSION COULD INCLUDE UTILITIES, ARE CONSIDERED RENT BURDENED, OVER HALF OF PORTLAND HOUSEHOLDS RIGHT NOW. OBVIOUSLY LEAVES OUT ISSUES LIKE CHILD CARE, LIKE ANY AMOUNT OF EARLY LEARNING SUPPORTS THAT OFTEN COST EXTRA RESOURCES THAT WE KNOW MAKE A HUGE IMPACT, TRANSPORTATION, HEALTH CARE, ET CETERA. PEOPLE ARE COLOR ARE DISPROPORTIONATELY REPRESENTED IN HOUSING, AS WELL.

THIS NEXT CHART SHOWS MINIMUM WAGE VERSUS AFFORDABLE HOUSING WAGE, WHICH IS A SIGNIFICANT GAP. THE CURRENT WAGE IS \$19,240 A YEAR. A HOUSEHOLD MUST EARN AT LEAST \$1850 AN HOUR OR \$37,656 A YEAR. IF YOU'RE A SINGLE PARENT WORKING AND EARNING MINIMUM WAGE, HOUSING IS LIKELY FAR OUT OF YOUR REACH. I THINK BACK TO OUR OTHER POINT, WAGES HAVE SEEN MINIMAL GROWTH OVER THE LAST DECADE WHICH IS PART OF REASON FOR THIS DISCREPANCY. THIS NEXT PIECE WE WANTED TO JUST ILLUSTRATE WHAT ARE THE JOBS THAT ARE ACTUALLY AVAILABLE THAT WOULD ALLOW TO YOU BE ABLE TO AFFORD A TWO-BEDROOM APARTMENT? THE MOST COMMON JOBS IN MULTNOMAH COUNTY OF THOSE TOP 10 JOBS, ONLY ONE PAY AS WAGE THAT PROVIDES INCOME NEED TO DO AFFORD A TWO-BEDROOM APARTMENT. THAT'S A REGISTERED NURSE. WE THINK ABOUT WHO WE'RE SERVING AND THE EDUCATION LEVELS AND WHAT'S IN REACH, PROBABLY NOT THAT POSITION YET THAT'S WHAT'S NEED TO DO AFFORD A

TWO-BEDROOM APARTMENT. IN 2014 MORE THAN 35%, MORE THAN 105,000 MULTNOMAH COUNTY HOUSEHOLDS HAD INCOMES LESS THAN \$35,000 A YEAR. THAT'S \$16.82 AN HOUR.

Commissioner Shiprack: WHAT'S THE SOURCE OF THIS CHART?

Ms. Li: IT'S THE DATA PRODUCED BY WORK SYSTEMS, INC. AND LOOKS AT WHAT'S AVAILABLE IN TERMS OF THE JOB MARKET, AND ALSO LOOKS AT THE SELF-SUFFICIENCY INDEX PUT TOGETHER BASE ON HOUSEHOLD SIZE AND TYPE, ETC. IT'S AN AMALGAM OF TWO DIFFERENT DATA POINTS

Commissioner Shiprack: THE REASON THAT I ASK, I DON'T KNOW THE DEFINITION OF LABORERS. IT SEEMS PRETTY BROAD, ANYBODY WHO LABORS.

Ms. Li: WE WOULD BE HAPPY TO GET THE DEFINITION AND GET THAT TO YOU.

Ms. Wendt: SO THIS IS JUST ILLUSTRATING A POINT WE TALKED ABOUT EARLIER, ONE IN THREE HOUSEHOLDS HAVE INCOME LESS THAN \$35,000 A YEAR. AS MARY WAS MENTIONING, THE CENTER FOR WOMEN WEALTHFARE SELF-SUFFICIENCY STANDARDS IS \$28.42 OR \$60,000 ANNULY. SO IT'S OBVIOUSLY HIGHER THAN FEDERAL POVERTY LEVEL WHICH WE ALL KNOW IS A FAIRLY OUTDATED TERM AND GIVES YOU A SENSE OF WHAT IT WOULD TAKE TO PROVIDE FOR A FAMILY'S NEEDS. AND THE GOOD NEWS IS, WE DO KNOW WHAT WORKS. WE WANTED TO HIGHLIGHT A COUPLE BUCKETS AROUND PREEFNTLE COMMISSIONER MCKEEL, YOU TALKED ABOUT SOME PREVENTATIVE IDEAS. CERTAINLY ACCESS TO CHILDHOOD SETTING, ACTIVITIES THAT SUPPORT BRAIN DEPARTMENT. CERTAINLY AFFORDABLE HOUSING.

Ms. Wendt: I THINK IT'S ALSO IMPORTANT TO HIT EMPLOYMENT EDUCATION, TRAINING AND SUPPORT TO PEOPLE CAN BE SUCCESSFUL WITH A JOB. AND THEN HOW WE DO THE WORK IS INCREASINGLY IMPORTANT. THE TERM WE'VE USED WITHIN THE DEPARTMENT IS A SORT OF ENGAGEMENT. THERE'S A LOT OF TALK THAT THE COUNTY LEVEL AROUND TRAUMA INFORMED PRACTICE, HANDING PEOPLE A BUNCH OF PAPERS AND SAYING GO FOUND HOUSING ON YOUR OWN DOESN'T WORK. WE KNOW IT BY THE DATA AND HOW PEOPLE'S BRAINS WORK WHEN THEY ARE IN SOME SORT OF TRAUMA, BEING HOMELESS AND TRYING TO SEEK HOUSING. WE'VE INVESTED IN HOW WE DO THAT WORK TO SUPPORT PEOPLE IN THE BEST WAY POSSIBLE. MARY WILL CONTINUE TO TALK ABOUT A NEW PARADIGM AND HOW WE'RE APPROACHING THE WORK.

Ms. Li: THANKS, LIESL. MARY LI, DEPARTMENT OF COUNTY HUMAN SERVICES. I HOPE YOU'RE SEEING SOME ALIGNMENTS FROM THIS PRESENTATION TO THE ONE BEFORE US AND THE ONE COMING AFTER US. BUT LIESL'S REALLY SET THIS CONTEXT. HOUSING AVAILABILITY IS LACKING. WE KNOW HOUSING

AFFORDABILITY, ESPECIALLY THOSE AT 0 TO 30% OF MEDIAN FAMILY INCOME IS VIRTUALLY NONEXISTENT. INCOME AND WAGE AGENTS OPPORTUNITY TO EARN THEM IS INADEQUATE WITHIN OUR COUNTY. WE ALSO KNOW THAT THIS IS DISPROPORTIONATELY AFFECTING PEOPLE OF COLOR, SINGLE HEADS OF HOUSEHOLDS WITH CHILDREN LARGELY HEADED BY WOMEN, AND WOMEN THEMSELVES ARE DISPROPORTIONATELY IMPACTED. THE GOOD NEWS WE KNOW WHAT WORKS. LIESL JUST TALKED A LITTLE BIT ABOUT THAT. WHAT DO WE DO WITH ALL OF THIS? HOW DO WE GET TO NOT ONLY THE INDIVIDUAL INTERVENTIONS BUT TO THE SYSTEMIC INTERVENTIONS.

Ms. Li: FIRST WE BELIEVE THAT WE NEED TO REARTICULATE THE COUNTY'S MISSION AS ONE OF THRIVING ECONOMIC OPPORTUNITY THROUGH DEVELOPING HUMAN CAPITAL. AND WHAT THAT MEANS IS WE TALK A LOT ABOUT ECONOMIC DEVELOPMENT AND TRADITIONALLY THAT HAS BEEN AROUND INCENTIVIZING BUSINESS AND TAKING ACTIONS THAT REALLY AREN'T UNDER THE PURVIEW OF THE COUNTY AND/OR AUTHORITY. WHEN WE FOCUS ON PEOPLE AND THE NEEDS OF PEOPLE, AND PROTECTING THEIR HUMAN CAPITAL AND BUILDING THEIR HUMAN CAPITAL. SOME EXAMPLES YOU HEARD IN SOCIAL DETERMINANTS OF HEALTH, SOME YOU WILL HEAR LATER IN THIS PRESENTATION AND OUR DEPARTMENT PRESENTATION, AND WE KNOW WE DRIVE THE ECONOMIC HEALTH OF OUR ENTIRE COMMUNITY. AND REFOCUSING OUR EFFORTS COUNTYWIDE INTO THAT PARADIGM WE THINK IS AN IMPORTANT ONE. IT'S NOT JUST SERVICES AND SUPPORTS THAT ARE IMPORTANT.

IT'S ECONOMIC INCOME AND ASSETS BUILDING WE ALSO HAVE TO BE FOCUSED ON. WE ALSO KNOW THAT THIS BOTH AND CONVERSATION JOANNE SHARED WITH YOU EARLIER HAS TO HAPPEN. WE HAVE TO INVEST IN AFFORDABLE HOUSING DEVELOPMENT AND WE HAVE TO AGAIN FOCUS ON SERVICES AND SUPPORTS AND ECONOMIC AND INCOME ASSET BUILDING. WE WANT TO INCREASE OUR INVESTMENTS AND PERMANENT THENY AND PREVENTION AND THIS IS VERY SIMPLE. AGAIN, WE'RE NOT SPENDING A LOT ON GRAPHIC DEVELOPMENT -- THIS IS OUR SIMPLE ARTICULATION OF WHAT WE THINK THAT RELATIONSHIP SHOULD BE.

IN TERMS OF HOUSING AND HOMELESSNESS, SAFETY OFF THE STREETS HAS TO BE ONE OF OUR PRIMARY FOCUSES. YOU WILL HEAR MARC TALK ABOUT OUR VERY SIGNIFICANT WORK TO IMPROVE OR PERFORMANCE WITH SAFETY OFF THE STREETS AND CRISIS. NEXT, TURNING OUR ATTENTION TO THE FY16 BUDGET TO REALLY AMPLIFY WHAT WE KNOW WORKS IN TERMS OF RAPID REHOUSING AND STABILITY FOR FOLKS LIVING IN HOMELESSNESS. THE FUTURE FOR US IS TO CONTINUE TO LOOK AT WHAT DOES PERMANENT THENY AND PREVENTION LOOK LIKE WITH BOTH THOSE WE HAVE HOUSED, COMING OFF THE STREETS, BUT ALSO THOSE WHO ARE PRECARIOUSLY CLOSE TO THE CLIFF, HARKENING BACK TO THE PICTURE WE JUST SAW. SO LET'S TALK ABOUT HOW THE FY16 BUDGET LOOKS IN THESE THREE AREAS.

WHAT YOU'RE GOING TO SEE SERIOUS THREE SLIDES THAT LOOK AT THE PROGRAM OFFERS RELATED TO HOMELESSNESS AND HOUSING ACROSS THE COUNTY, IN THOSE THREE BUCKETS. CRISIS, STABILITY, PREVENTION, AND PREVENTION A PERMANENT AND PERMANENCY. YOU SEE A NUMBER OF OUR DIVISIONS REPRESENTED THERE.

Ms. Li: I WANT TO MAKE PARTICULAR NOTE IN THE COMMUNITY SERVICES DESCRIPTION THAT INCLUDES TWO NEW PROGRAM OFFERS, ONE OF WHICH IS A HOME FOR EVERYONE, THAT LOOKS AT INCREASING OUR INVESTMENTS RELATED TO THE PLANNING AND POLICY PRIORITIES THAT MARC IS GOING TO SPEAK WITH YOU ABOUT. AND FUNDING ADDITIONAL RESOURCES TO ENSURE THAT THE WARMING CENTER FOR FAMILIES WHO ARE HOMELESS IS AVAILABLE TO THEM EVERY YEAR, EVERY NIGHT YEAR-ROUND. WE NEED TO CHANGE THE NAME. SO WE'RE WORKING ON A NEW NAME. WHEN YOU LOOK AT THE OTHER SERVICES IN AGING, DISABILITY AND VETERANS SERVICES AND DOMESTIC VIOLENCE THAT, SAFETY NET THAT SHELTER, THE MENTAL HEALTH COMMITMENT SERVICES AND JUVENILE SHELTER AND RESIDENTIAL, YOU'LL SEE THESE ARE REALLY FRONT END OR DOWNSTREAM TYPE INTERVENTIONS THAT ARE ABSOLUTELY NECESSARY, THAT I BELIEVE WE ARE PRODUCING IN ALIGNMENT WITH BEST PRACTICE AND OUR POLICY GOALS, BUT REALLY ARE DOWNSTREAM INVESTMENTS THAT ARE IMPORTANT AND THAT WE WANT TO MAINTAIN.

THE NEXT SLIDE LOOKS AT HOUSING STABILITY. AGAIN, YOU SEE THE SAME LIST OF DEPARTMENTS AND DIVISIONS. WHAT WE KNOW WORKS HERE IS COMBINATION OF PLACEMENT. SO MOBILE HOUSING AND HOUSING PLACEMENT RESOURCES AND RENT ASSISTANCE. THESE ARE VERY IMPORTANT PIECES OF STABILITY. THE OTHER SERVICES INTERVENTIONS THAT YOU WILL SEE HERE ARE THINGS LIKE HOMELESS BENEFITS RECOVERY, WHERE WE TRY TO MAKE SURE THAT INCOME, ACCESS TO BENEFITS TO WHICH AN INDIVIDUAL IS ELIGIBLE FOR, THEY ACTUALLY GET. THAT IS AN ABSOLUTE BENEFIT TO THE INDIVIDUAL BUT ALSO AN ECONOMIC DEVELOPMENT DRIVER.

EVERY DOLLAR THAT COMES INTO THE POCKET OF SOMEONE LIVING ON A LOW INCOME OR FORMERLY HOMELESS IS A DOLLAR THAT'S SPENT IN THE LOCAL ECONOMY. THEY ARE NOT INVESTING YOUR DOLLARS IN THE CAYMAN ISLANDS, RIGHT? THEY ARE SPENDING IT AT THE CORNER STORE BUYING PATH PASTE OR TOILET PAPER OR THE NECESSITIES OF LIFE OR PERHAPS PAYING THEIR RENT FOR THE FIRST TIME OR A PORTION OF THEIR RENT. THESE ARE THE KINDS OF STRATEGIES WHERE WE'RE TALKING ABOUT ECONOMIC OPPORTUNITY BUILDING HUMAN CAPITAL, THE RETURN ON INVESTMENT FOR THESE TYPES OF INVESTMENT FOR THE COUNTY DOLLAR ARE SIGNIFICANT BOTH AGAIN FOR THE INDIVIDUAL AND FOR THE COMMUNITY AT LARGE. AND THE NOT LAST PIECE OF THE FY 16 BUDGET IS WHAT WE'RE CALLING OUR TWO NEW PROGRAM OFFERS, DIRECTLY RELATED

TO A HOME FOR EVERYONE. SO THE FIRST IS THE STAFFING THAT WE NEED TO MAINTAIN AND GROW IN ORDER TO REAP THE BENEFITS OF THAT. AND THEN A PIECE ON AFFORDABLE HOUSING DEVELOPMENT THAT MARK WILL TALK ABOUT IN A MINUTE.

Ms. Li: WHAT WE KNOW ABOUT OUR EXPERIENCE WITH HOME FOR EVERYONE TO DATE THAT IS SHARED GOVERNANCE IN PER SIGHT OF A SHARED GOAL ENDING HOMELESSNESS IN OUR COMMUNITY DOES WORK. IT'S EFFECTIVE AND IT CHIEFS WHAT WE NEED TO DO. AND THAT EXPERIENCE IN THIS PAST YEAR HAS LED TO US UNDERSTAND THIS IS THE RIGHT PATH FOR US TO BE ON AND CONTINUING TO MAKE SIGNIFICANT INVESTMENTS, NEW INVESTMENTS AND ENHANCED CAPACITY IS ABSOLUTELY GOING RETURN THE KIND OF CHANGE IN THE COMMUNITY THAT WE ARE INTERESTED IN SEEING. SO I HOPE THAT THIS GIVES YOU SOME OVERVIEW OF A WAY TO LOOK AT THE BUDGET THAT'S RELATED TO THESE THEORIES OF CHANGE THAT WE'RE PUTTING OUT. WE NEED TO CONTINUE TO MAKE THE SMART INVESTMENTS THAT WE ARE CURRENTLY MAKING AND ENHANCING CAPACITY IN THE CRISIS END OF THINGS, AND AT THE SAME TIME LOOK IN FY 16 AND BEYOND TO INCREASE OUR INVESTMENTS IN THE PERMANENCY AND PREVENTION END. WITH THAT I WILL TURN TO IT LIESL.

Chair Kafoury: QUESTIONS FOR MARY LI BEFORE SHE MOVES OFF?

Ms. Wendt: SO JUST BEFORE I HAND IT OFF TO MARC MARY SPOKE OF A LOT OF THESE. THERE ARE POLICY CONSIDERATIONS, AND TO BE SPECIFIC, THERE ARE IDEAS LIKE THE EARNED INCOME TAX CREDIT, MORE THAN AN IDEA, BUT SOMETHING THAT GENERATES INCOME FOR PEOPLE ON THE LOWER INCOME AND PROVIDES THEM MORE RESOURCES TO PAY FOR THINGS LIKE HOUSING. CERTAINLY CHILD CARE INVESTMENTS, AT THE STATE LEVEL THERE'S A CONVERSATION ABOUT GENERAL ASSISTANCE. SO THERE ARE SOME STRATEGIES OUT THERE FOR US TO LOOK AT THIS WOULD HAVE HUGE IMPACTS FOR OTHER PEOPLE THAT WE'RE TALKING ABOUT. WHILE MARK'S GOING TO TALK ABOUT A HOME FOR EVERYONE AS AN INTERJURISDICTIONAL COLLABORATION, THERE ARE ALSO OTHER COLLABORATIONS TO LOOK AT LIKE JOANNE MENTIONED EARLIER WITH CCOS WHO ARE COMING TO THAT REALIZATION, IT'S NOT JUST WHAT HAPPENS IN THE DOCTOR'S OFFICE, IT'S WHAT HAPPENS OUTSIDE AND IN THE COMMUNITY AND HOW CAN WE LEVERAGE SOME OF THOSE RESOURCES FOR HOUSING. HOW CAN WE TAKE OUR CONVERSATION IN PARTNERSHIP WITH WSI TO THE NEXT LEVEL. I THINK THERE'S RECOGNITION IN THIS COMMUNITY AMONG LEADERS THAT WE CAN'T DO IT ALONE, NOR CAN THEY DO IT ALONE. I'M EXCITED ABOUT THAT MOMENT IN TIME A. HOME FOR EVERYONE IS A FANTASTIC EXAMPLE OF THAT HAPPENING RIGHT NOW SPECIFICALLY ON HOUSING. I'LL LET MARC TALK ABOUT THAT.

Mr. Jolin: GOOD MORNING. I'M MARC JOLIN, THE A HOME FOR EVERY INITIATIVE

DIRECTOR. WE HAD A 10-YEAR PLAN TO END HOMELESSNESS, THE 10 YEARS RAN LAST YEAR IN ANTICIPATION OF NEEDING OBVIOUSLY TO CONTINUE THIS WORK. WE WENT THROUGH THE PLANNING PROCESS, BROUGHT THE COMMUNITY AROUND THE TABLE TO RESET THAT PLAN. OUT OF THAT CAME A HOME FOR EVERYONE A UNITED COMMUNITY PLAN TO END HOMELESSNESS. IT CONTINUES TO HAVE THAT COMMUNITY THAT AS A COMMUNITY WE HAVE TO BE STRIVING TO END HOMELESSNESS, WE NEED TO BE DOING EVERYTHING IN OUR POWER TO ADDRESS THIS CRISIS. BUT IT ALSO ADDED SOME IMPORTANT THINGS THAT WEREN'T IN OUR ORIGINAL 10-YEAR PLAN. IT CALLED OUT VERY CENTRALLY THE IMPORTANCE OF ADDRESSING THE OVERREPRESENTATION OF COMMUNITIES OF COLOR ON OUR STREETS AND IN OUR SHELTERS WHO ARE EXPERIENCING HOMELESSNESS.

IT CALLED OUT POPULATIONS, RECOGNIZING THAT WE HAVE MANY VERY VULNERABLE POPULATIONS THAT WEREN'T NECESSARILY ADDRESSED IN THE ORIGINAL 10-YEAR PLAN, FAMILIES WITH CHILDREN, YOUTH. AND THEN IMPORTANTLY IT ALSO CALLED FOR THE CREATION OF A GOVERNING STRUCTURE TO REALLY RECOGNIZE THAT A PLAN BY ITSELF ISN'T GOING GET US THERE. IF WE'RE SERIOUS ABOUT THIS WE NEED TO HAVE A GOVERNING MECHANISM IN PLACE THAT OVERSEES ON A JURISDICTIONAL LEVEL THE IMPLEMENTATION OF THE PLAN. WE ADOPTED THE PLAN IN 2013 AND IN 2014 YOU ADOPTED THE CHART FOR A HOME FOR EVERYONE'S GOVERNING BOARD AND EXECUTIVE COMMITTEE. THAT BODY THAT COORDINATING BOARD AND EXECUTIVE COMMITTEE NOT ONLY BRINGS TOGETHER THE GOVERNMENTAL JURISDICTIONS IN OUR COMMUNITY BUT IMPORTANTLY BRINGS TOGETHER THE FAITH COMMUNITY, BUSINESS COMMUNITY, PUBLIC SAFETY, AND THE PHILANTHROPIC COMMUNITY AROUND THIS SHARED VISION OF ENDING HOMELESSNESS IN OUR COMMUNITY.

SPECIFICALLY THE STRUCTURE YOU SEE ON THE SLIDE, WE HAVE AN EXECUTIVE COMMITTEE. ON THAT COMMITTEE ARE TWO OF THE MEMBERS OF THIS BOARD, FROM PORTLAND WE HAVE THE MAYOR AND COMMISSIONER SALTSMAN THE HOUSING COMMISSIONER. WE HAVE THE DIRECTOR OF HOME FORWARD. UNDERNEATH THAT EXECUTIVE COMMITTEE IS A BOARD THAT IS LARGE, 30-SOME MEMBERS ON IT. THOSE 30-SOME MEMBERS ARE IMPORTANT VOICES ACROSS THE SPECTRUM OF STAKEHOLDERS THAT CARE ABOUT AND OUR INVESTED IN ADDRESSING THE ISSUE OF HOMELESSNESS. AGAIN, OUR PROVIDER COMMUNITY IS WELL REPRESENTED, MOSTLY SPECIFIC PROVIDERS, HOUSING DEVELOPERS, PEOPLE FROM PUBLIC SAFETY. THE RANGE OF FOLKS WHO ARE TOUCHED BY THIS EXPERIENCE OF HOMELESSNESS AND VERY IMPORTANTLY, PEOPLE THEMSELVES WHO HAVE RECEIVED SERVICES AND HAVE EXPERIENCED HOMELESSNESS ARE PART OF THAT BOARD AND HAVE A VOICE IN THE PROCESS THERE, AS WELL. UNDERNEATH THE COORDINATING BOARD ARE A NUMBER OF SUBCOMMITTEES AS YOU MIGHT MAN'S.



Mr. Jolin: WE HAVE CCH, IT'S THE PLACE FOR FRONT LINE PROVIDERS TO COME TOGETHER ON A MONTHLY BASIS A TALK ABOUT WHAT'S GOING ON IN THE COMMUNITY AND WHAT THE MOST URGENT NEEDS ARE. WE HAVE A FUNDING ADVISORY COMMITTEE CHARGED WITH ADVISING THE BOARD ABOUT FUNDING OPPORTUNITIES AND OVERSEES OUR INVESTMENT IN FEDERAL FUNDS SERVICE ADVISING GROUP FOR THE CONDITION CONTINUING OF CARE APPLICATION PROCESS. WE'VE CREATED A JURISDICTIONAL VALUATION PROCESS. INDIVIDUAL SYSTEM LEVELS LOOKING AT DATA AND OUTCOMES BUT WE HAVE NOT DONE A VERY GOOD JOB AT LOOKING SYSTEMWIDE AT HOW WE'RE SERVING THE COMMUNITY. I'LL TALK A LITTLE MORE ABOUT ONE OF THE RESULTS OF THAT EFFORT. AND FINALLY WE HAVE UNDER THIS, THE VARIOUS SYSTEM ADVISORY BODIES THAT EXIST, THE HOMELESS FAMILY SYSTEM OF CARE, YOUTH SYSTEM, AND DOMESTIC VIOLENCE SYSTEM, ALL OF WHICH HAVE THEIR FOCUSED ADVISORY BODIES BUT ALSO IN THE CCO.

WE JUST WENT THROUGH A PROCESS AND I'LL TALK MORE ABOUT THAT AS WE NEED THEM TO TAKE ON SPECIFIC POLICY CHALLENGES. I WORK, I THINK YOU'VE HEARD ABOUT THIS WHEN PRESENTATIONS WERE GIVEN TO YOUR STAFF, AS WELL, I'VE MET WITH KNOB OF YOU, THE FIRST SIGNIFICANT PIECE OF WORK WE WERE ASKED TO DO BY THE EXECUTIVE COMMITTEE WAS TO TAKE ON THIS REQUEST YOU OF WHAT IT WOULD TAKE TO REDUCE THE UNMET NEED FOR PERMANENT HOUSING IN OUR COMMUNITY BY 50% IN TWO YEARS. THAT TRANSLATES INTO WHAT WOULD IT TAKE TO REDUCE OUR STREET AND SHELTER HOMELESS POPULATION BY 50% BY THE END OF 2017. WE HAD NEVER BEEN ASKED THE QUESTION THIS WAY BEFORE AND IT REALLY FORCED US TO TAKE SERIOUSLY THOSE DATA QUESTIONS, TO LOOK HARD AT THE DATA WE HAVE, ABOUT WHO WE'RE CURRENTLY SERVING A HOW AND WHAT IT'S COSTING US TO DELIVER THOSE SERVICES.

WHAT YOU SEE ON THIS SLIDE IS THE SUMMARY OF THAT WORK. WE WERE LOOKING AT THE SYSTEM LEVEL, NOT JUST AS INDIVIDUAL POPULATIONS. OUR SYSTEM AT THIS TIME IS SERVING OUR HOUSE BEING 3,000 INDIVIDUALS A YEAR. IF WE WERE TRYING TO DROP THE UNMET NEED NUMBER, AT ABOUT 4,000 AT ANY POINT IN TIME COUNT BY HALF, WHAT WE LEARNED IN THE MODELING WE DID IS WE WOULD NEED TO INCREASE THE NUMBER OF INDIVIE WERE PLACING INTO HOUSING EACH YEAR BY ABOUT A THOUSAND. WE HAVE TO MOVE OUR SYSTEM TO 4,000. WE WOULD NEED TO REDUCE THE RATE AT WHICH PEOPLE ARE RETURNING TO HOMELESSNESS. WHAT YOU SEE UP THERE IS THE GRAPHIC REPRESENTATION OF THAT ANALYSIS. WHAT IT MEANS IN TERMS OF INDIVIDUALS WHO WE NEED TO PLACE IN THIS COMING FISCAL YEAR, THAT'S THE MIDDLE BOX THERE OR THE MIDDLE COLUMN, THE 2016 NUMBER. WE NEED TO INCREASE THIS YEAR IN ORDER TO HIT OUR TARGET, THE NUMBER OF INDIVIDUALS PLACED BY 680 INDIVIDUALS.

Mr. Jolin: PART OF THAT WE WILL ACHIEVE BY ENDING VETERANS HOMELESSNESS INITIATIVE. THAT IS YOUR BLUE BOX, RESOURCES HAVE BEEN COMMITTED TO THAT, THE CITY OF PORTLAND INCLUDED NEW RESOURCES FOR ILLUSTRATES BUDGET FOR THAT THIS YEAR. THERE WILL BE A PRESENTATION ABOUT THIS TOMORROW, I BELIEVE. PART OF THE 680 WILL BE ACHIEVED THROUGH A NEW FEDERAL GRANT TO ADDRESS CHRONIC HOMELESSNESS CALLED THE HOPE GRANT. THAT'S THE BLUE BOX. THE CRITICAL PIECE WE'RE TALKING ABOUT TODAY IS THE 332 ADDITIONAL INDIVIDUALS WE NEED TO HOUSE AS A COMMUNITY IN THIS COMING YEAR IF WE HOPE TO BE ON TRACK TOWARDS OR 50% GOAL. SO THAT GETS US TO THE BUDGET REQUESTS FOR THIS YEAR.

Chair Kafoury: MARC, SO THAT'S INDIVIDUALS AND NOT FAMILIES?

Mr. Jolin: THAT IS 332 INDIVIDUALS AT A MINUTE THAT WE NEED TO INCREASE. AND WE NEED TO IMPROVE OUR HOUSING RETENTION. WHILE IT'S NOT REFLECTED UP THERE WE NEED TO PREVENT A PERCENTAGE OF FOLKS FROM BECOMING HOMELESS.

Commissioner Smith: WHEN YOU SAY THOSE ARE INDIVIDUALS, WHAT ABOUT ARE THEY HOUSEHOLDS? INDIVIDUALS' HOUSEHOLDS? OR IS THE 332, SAY, HALF OF THOSE ARE PARENTS AND SOME OF THEM ARE KIDS?

Mr. Jolin: RIGHT. IT COULD BE ANY COMBINATION OF HOUSEHOLD TYPES. YOU MIGHT HAVE A FAMILY WITH FOUR PEOPLE IN IT. THAT WOULD BE FOUR PEOPLE HOUSED TOWARDS THAT 3 -- THERE YOU GO.

Commissioner Smith: FOR ME, IN TERMS OF WHEN WE'RE TALKING ABOUT THIS, IT WOULD BE HELPFUL TO SAY HOUSEHOLDS. LOOKING AT THAT 332 NUMBER, IT GIVES ME A DIFFERENT IMPRESSION ON WHO WE'RE REALLY HELPING.

Mr. Jolin: OKAY. WE CAN DEFINITELY BREAK IT OUT INTO BOTH. AGAIN, BECAUSE THIS ANALYSIS WAS AT THE SORT SYSTEM LEVEL, NOT LOOKING AT SPECIFIC POPULATIONS WE WERE WORKING WITH INDIVIDUALS. BUT WE CAN BREAK IT DOWN INTO WHAT THAT WOULD LOOK LIKE IN TERMS OF HOUSEHOLDS IF IT WAS FAMILIES. SO TOWARDS THE 332 PLACEMENTS, THERE WERE A NUMBER OF REQUESTS IN THE CHAIR'S BUDGET THAT WE'RE TALKING ABOUT HERE. THE MOST CRITICAL ONE IS THE \$2 MILLION. THAT REALLY IS A RESOURCE THAT WOULD GO DIRECTLY TOWARDS THE TYPES OF SERVICE INVESTMENTS THAT THE WORK GROUP THAT MADE THE RECOMMENDATION TOTS EXECUTIVE COMMITTEE AROUND HOW TO MEET OUR 50% GOAL SAID WOULD BE MOST URGENTLY NEEDED. ED COMBINATION AS YOU MIGHT EXPECT OF RESOURCES GOING RENT ASSISTANCE, GOING TO STAFFING TO SUPPORT PEOPLE AND ACCESSING HOUSING. AND THEN PROVIDING THE SUPPORT SERVICES THAT FOLKS NEED AROUND TYPES OF HEALTH CARE, INCOME ACQUISITION, BENEFITS, OBTAINING EMPLOYMENT.

THOSE \$2 MILLION ARE BEING COMBINED WITH NEW INVESTMENTS THAT THE CITY OF PORTLAND IS MAKING IN THIS SAME SET OF PRIORITIES, THE SAME VISION OH FOR HOW TO MOVE US FORWARD, SPECIFICALLY THEY HAVE GOT NEW INVESTMENTS AROUND VETERANS, AROUND LANDLORD RECRUITMENT AND AROUND INTENSIVE STREET ENGAGEMENT WITH CHRONICALLY HOMELESS INDIVIDUALS AND FAMILIES SLEEPING OUTSIDE.

Mr. Jolin: IT ALSO LEVERAGES A SIGNIFICANT INVESTMENT BY HOME FORWARD. THEY HAVE PUT UP \$200 SECTION 8 VOUCHERS TO ADVANCE THE OBJECTIVES OF A HOME FOR EVERYONE, SPECIFICALLY FOR HOMELESS FAMILIES. THIS IS IN TERMS OF EVIDENCE OF A COLLABORATION AND WHAT IS GOING WELL HERE, WE'RE SEEING THE FRUITS OF COMING TOGETHER COLLECTIVELY AROUND A TABLE TOGETHER IDENTIFYING A SHARED SET OF PRIORITIES AND INVESTMENT STRATEGIC FOLKS COMING TOGETHER AND DOING WHAT THEY CAN TO CONTRIBUTE TO THAT. I THINK WITH THAT \$2 MILLION INVESTMENT AND THE RESOURCES PUT FORWARD BY OUR PARTNERS, WE WILL ABSOLUTELY BE ABLE TO ACHIEVE THOSE ADDITIONAL PLACEMENTS THAT WE NEED IN THIS COMING YEAR.

HOW DO WE ADDRESS THE HOUSING SIDE OF THE HOMELESSNESS QUESTION, WE KEPT COMING BACK TO WE NEED TO MAKE INVESTMENTS IN AFFORDABLE HOUSING, ACQUISITION DEVELOPMENT. \$5 MILLION IS REALLY ABOUT THAT. IT IS TARGETED AT STIMULATING THE DEVELOPMENT OF 125 NEW UNITS. AGAIN, IT IS LEVERAGED WITH NEW RESOURCES THAT THE CITY OF PORTLAND IS PROPOSING TO PUT INTO AFFORDABLE HOUSING DEVELOPMENT FOR VERY LOW INCOME PEOPLE IN KEEPING WITH THE GOALS OF THE HOME FOR EVERYONE. AND IMPORTANTLY, IT WILL ALSO BE LEVERAGING THE COMMITMENT THAT HOME FORWARD HAS MADE TO PUT AN ADDITIONAL 500 PROJECT-BASED VOUCHERS, SECTION 8 VOUCHERS INTO THIS WORK GOING FORWARD. SO, AS WITH ALL OF THESE, WE EXPECT THE INVESTMENTS HERE TO ALIGN WITH THE HOME FOR EVERYONE'S PRIORITIES, THAT IS TO SERVE PEOPLE WHO ARE VERY LOW INCOME. WHO ARE EITHER FACING HOMELESSNESS OR EXPERIENCING HOMELESSNESS, ARE GOING TO BE THE PEOPLE WHO THE COUNTY SERVES IN ALL OF ITS VARIOUS PROGRAMS. WE EXPECT THESE RESOURCES TO ADDRESS THE OVER-REPRESENTATION OF PEOPLE IN COLOR, IN POVERTY IN HOMELESSNESS IN OUR COMMUNITY AND WE EXPECT THE RESOURCES TO GO TOWARDS THOSE HIGHLY VULNERABLE POPULATIONS, WOMEN, AND FAMILIES WITH CHILDREN, PEOPLE WITH DISABILITIES. SO, THAT'S THE FRAMEWORK FOR THESE BUDGET REQUESTS.

Commissioner Shiprack: I HAVE A FRAMEWORK QUESTION. WE ARE LOOKING AT ISSUES THROUGH THIS LENS OF, HMMM, IT'S AN INVESTMENT. IT'S GOING TO SAY THE COUNTY MONEY, SO THE QUESTION REALLY NATURALLY IS HOW MUCH MONEY DOES IT SAVE THE COUNTY? A VERY SERIOUS QUESTION. IT'S NOT A LIGHT-HEARTED QUESTION AT ALL BECAUSE THE LANGUAGE THAT WE

HAVE USED TO DESCRIBE OUR WORK HAS BEEN THIS IS AN INVESTMENT -- IT IS AN INVESTMENT IN PEOPLE, IT'S A HUMAN INVESTMENT, AND WE'RE ALREADY SPENDING A LOT OF MONEY ON THE SAME POPULATION THAT -- THE THEORY THAT WE'LL SOBER YOU UP, WE WILL GET YOU INTO BEHAVIORAL HEALTH TREATMENT, WE'LL GET YOU INTO ALCOHOL AND DRUG TREATMENT AND THEN YOU CAN GET A HOME AND MAYBE WE'RE DOING THIS BACKWARDS, WHICH IS IF WE CALCULATE ALL OF THE EXPENDITURES ON ALCOHOL AND DRUG TREATMENT AND, EXCUSE ME, BEHAVIOR HEALTH TREATMENT --

JAIL IS A HOUSING RESOURCE FOR A LOT OF PEOPLE. I MEAN, THEY DON'T COME TO JAIL FROM THE WEST HILLS. THEY'RE COMING TO JAIL FROM A LOT OF THEM FROM THE STREET, AND THEY'RE BRINGING WITH THEM THESE ISSUES. SO, ABSOLUTELY FROM JAIL, BUT IF WE -- IF WE LOOK AT ALL OF OUR FAILURES AS INVESTORS, I THINK THAT THE VALUE OVER TIME OF A CAPITAL INVESTMENT WITH A PROGRAM TO SUPPORT PEOPLE WHO ARE IN HOUSING CAN BE PUT UP AS A FINANCIAL COMPARISON IN THE VALUE OF THE RESULT, AND THE ACTUAL VALUE OF COMPARISON OF EXPENDITURE THAT WE COULD EXPECT TO CROSS THIS TIME WINDOW. SO, THAT IS A QUESTION. HAVE YOU DONE THAT?

Mr. Jolin: SO, WE HAVE INDIVIDUAL PROGRAMS HAVE DONE THE KIND OF COST OF AVOIDANCE ANALYSIS THAT OFTEN ACCOMPANIES THE SORT OF HOUSING FIRST CONVERSATION. THERE IS ACTUALLY MOST RECENTLY, A STUDY OUT OF CALIFORNIA, WHERE THEY DID A VERY SYSTEMATIC ANALYSIS OF PEOPLE PLACED IN HOUSING AND THEN HAD THE SERVICES ATTACHED TO THEM THAT THEY NEEDED. COST OF THAT VERSUS FOLKS HOMELESS AND GOING THROUGH PROGRAMS, VARIOUS KINDS, AND IT WAS ABOUT A THREE TO ONE. SOMETHING LIKE \$20,000 TO PROVIDE THE HOUSING AND SUPPORT FOR THE INDIVIDUAL WHILE THEY WERE STILL OUTSIDE, THEY WERE CONSUMING ABOUT \$60,000 A YEAR IN RESOURCES. SO, I THINK THE EVIDENCE IS THERE. I CAN FORWARD THAT STUDY TO YOU AS WELL AND THE ONES THAT HAVE BEEN DONE LOCALLY ON INDIVIDUAL PROGRAMS. ONE DONE AT -- COMMONS SIMILARLY AND THERE MAY BE OTHERS THAT I AM NOT THINKING OF.

THE OTHER PIECE OF THAT, THIS, AS MARY MENTIONED, AS WE LOOK AT AFFORDABLE HOUSING DEVELOPMENT AND MOVE TOWARDS THE PREVENTION SIDE OF THINGS, RIGHT, AND THE THINK IN THE PRESENTATIONS THAT WE HAVE DONE FOR YOU ABOUT THE HOME FOR EVERYONE, THERE IS BOTH THE NEED IN THE SHORT TERM TO INCREASE THE NUMBER OF PLACEMENTS THAT WE'RE ABLE TO DO OF PEOPLE WHO ARE CURRENTLY HOMELESS. BUT VERY QUICKLY, WE NEED TO BE MOVING TOWARDS THE PREVENTION SIDE OF THE SYSTEM AND REDUCING THE NUMBER OF PEOPLE WHO ARE COMING INTO HOMELESSNESS, AND THAT IS FROM A COST PERSPECTIVE A MUCH MORE COST-EFFECTIVE INTERVENTION AS IS OFTEN THE CASE MOVING UPSTREAM. WE KNOW THAT, WE HAVE TO

LEARN HOW TO DO IT WELL. CURRENT WORK RIGHT NOW IS DIGGING INTO HOW DO WE DO PREVENTION BETTER? HOW DO WE START TO SHIFT THE SYSTEM TOWARDS MORE OF A PREVENTATIVE ONE?

Commissioner Shiprack: LET ME JUST FOLLOW-UP AND SAY I'M FASCINATED BY THE SUCCESS OF THE PROGRAM OR NOT, I MEAN, BUT WHAT I READ ABOUT IT IS SUCCESS IN UTAH, WHERE THE SOLUTION TO AN ONGOING ISSUE WITH HOMELESSNESS IS YOU PUT SOMEBODY IN A HOME.

Mr. Jolin: YEAH.

Commissioner Shiprack: WHEN I SAY THAT, I MEAN A HOUSE.

Mr. Jolin: UH-HMM.

Commissioner Shiprack: AND IT DOESN'T HAVE ALL OF THE RESTRICTIONS THAT A LOT OF HOUSING PROGRAMS HAVE NOW. IT'S JUST HEY, I CAN SOLVE YOUR HOMELESSNESS PROBLEM BY, YOU KNOW, IF I PUT YOU IN A HOME, IN A HOUSE, GIVE YOU A PLACE TO LIVE, YOU'RE NO LONGER HOMELESS. CHECK THAT ONE OFF THE BOX AND NOW ADDRESS THE OTHER, WHAT, 1,999.

Mr. Jolin: AND THAT IS ABSOLUTELY A BEST PRACTICE RECOGNIZED IN OUR COMMUNITY. THAT HOUSING FIRST STRATEGY, OUR GOAL IS TO GET SOMEONE INTO A PLACE TO LIVE THAT IS THEIR OWN AS SOON AS POSSIBLE. IT HAS TO BE OUR PRIORITY AND THEN TO GIVE THEM THE SUPPORT SERVICES THEY NEED TO BE SUCCESSFUL STAYING THERE.

Commissioner Shiprack: EXCUSE ME. THE STATISTICS THAT I'M READING OUT OF UTAH, REDUCED HOMELESSNESS BY 72%, ARE THOSE ACCURATE? IS SOMEBODY PULLING MY LEG?

Mr. Jolin: I THINK THEY HAVE HAD A TREMENDOUS AMOUNT OF SUCCESS WITH THIS STRATEGY, WITH THE POPULATION OF HOMELESS PEOPLE THAT THEY TARGETED FOR THAT WORK, CHRONIC HOMELESS POPULATION AND IS WHAT HAS WORKED AROUND THE COUNTRY. IT HAS WORKED HERE, TOO. THEY HAVE SOME DIFFERENT SORT OF STARTING POINTS IN TERMS OF THEIR HOUSING MARKET AND THE NUMBER OF PEOPLE WHO ARE HOMELESS ON THE STREETS AT ANY GIVEN TIME, BUT, YES, THEY HAVE HAD A SIGNIFICANT AMOUNT OF SUCCESS THERE.

Ms. Li: THE OTHER PIECE I WOULD OFFER, COMMISSIONER SHIPRACK, THAT IS THE WHOLE PURPOSE OF THE PROPOSED LEVERAGED INVESTMENT IS TO HELP US BE ABLE TO CONTINUE TO MODEL OFF OF THE UTAH EXPERIMENT AND THE WORK THAT WE HAVE DONE HERE. WHEN WE HAVE THE UNITS, WE ARE VERY SUCCESSFUL AT GETTING PEOPLE INTO THIS. YOU ALSO HAVE TO LOOK AT RETENTION. WE CAN PLACE FOLKS WHEN WE HAVE THE UNITS AND

WE ARE DOING TO A LOT OF WORK TO INCREASE OUR SUCCESS AND RATE OF RETENTION. IT IS HARD TO QUANTIFY THE ABSENCE OF BAD THINGS HAPPENING, WHICH IS PART OF YOUR QUESTION IF WE DO THIS NOW, WHAT DO WE AVOID LATER? TWO EXAMPLES LOCALLY THAT I COULD GIVE YOU IS WE DO KNOW THAT FOR THE HOMELESS BENEFITS RECOVERY SERVICES THAT WE CURRENTLY OFFER FOR EVERY DOLLAR THAT IS INVESTED OF COUNTY RESOURCES, WE SAVE \$30 IN ALCOHOL AND DRUG SERVICES THAT WE MIGHT HAVE BEEN PAYING FOR OUT OF INDIGENT TREATMENT OR OTHER TYPES OF RESOURCES. AND WHEN YOU LOOK AT A FAMILY WITH CHILDREN ON THE PREVENTION END, SO WE KNOW THAT MOVING FREQUENTLY IS A LARGE DETRIMENT TO CHILDREN SUCCEEDING IN THEIR EDUCATIONS.

Ms. Li: WHEN THEIR FAMILIES CAN BE STABLE AND THE CHILD CAN ACTUALLY GET TO SCHOOL, WE KNOW THEY'RE GOING TO HAVE A MUCH HIGHER CHANCE OF SUCCESS, AND WE KNOW PAST THAT POINT THAT HAVING AT LEAST A HIGH SCHOOL DIPLOMA ABSOLUTELY DIRECTLY IMPACTS THE WAGE CONVERSATION THAT WE WERE SPEAKING ABOUT EARLIER. SO, WE CAN GO BACK AND DO A LITTLE BIT OF SORT OF BACK OF A NAPKIN KINDS OF CALCULATIONS IF THAT WOULD BE HELPFUL, BUT A LOT OF THIS IS BASED ON REGIONAL AND NATIONAL STUDIES THAT HAVE SHOWN THESE KINDS OF RETURN ON INVESTMENT UPON WHICH WE'RE BASING OUR ASSUMPTIONS.

Commissioner Shiprack: WELL, LET'S GO. \$30 TO \$1 RETURN ON AN INVESTMENT, SIGN ME UP. SIGN UP MULTNOMAH COUNTY AND THEN COME -- YOU KNOW, SEND THAT OUT. I'M JUST SAYING THAT THAT IS THE DOCUMENTATION THAT WE ARE LACKING AND WE HAVE CHASED THIS NOW FOR 10 YEARS. SO, LET'S DOCUMENT WHAT IT IS THAT WE'RE SPENDING OUR MONEY ON NOW THAT IS NOT GETTING US A \$30 TO \$1 RETURN, AND LET'S REFOCUS IT INTO THE \$30 TO \$1 RETURN, AND THAT'S YOUR JOB, MARC.

Mr. Jolin: THAT'S OUR JOB. AND YOU WILL SEE THAT THERE IS A SPECIFIC REQUEST TO DESIGN AN EVALUATION COMPONENT TO A HOME FOR EVERYONE IN THIS BUDGET. THAT'S EXACTLY THE INTENT IS TO IDENTIFY THE DATA NEEDS AND WHAT IT IS THAT WE NEED TO BE ABLE TO ANSWER FOR OURSELVES AS PROVIDERS AND FOR THE COMMUNITY AS THE SOURCE OF THE INVESTMENT.

Commissioner Shiprack: SORRY ABOUT THIS. THIS IS NOT JUST THE COMMUNITY. THIS IS A BULL'S EYE PAY FOR SUCCESS MODEL AND THERE ARE INVESTORS STANDING BY TO TEST THE VALIDITY OF THAT PROGRAM AND YOU MAY HAVE A REALLY STRONG APPLICATION FOR AN INSTITUTIONAL OR FOUNDATION INVESTOR BASED ON THE DATA THAT YOU COLLECT.

Chair Kafoury: THANK YOU. OTHER --

Commissioner Smith: QUESTION. DO WE COLLECT RETENTION RATES?

Mr. Jolin: UH-HMM.

Commissioner Smith: WHAT ARE OUR RETENTION RATES FOR THE LAST FIVE YEARS?

Mr. Jolin: AGAIN, I DON'T KNOW THE SYSTEM SYSTEM-WIDE RETENTION RATE. SOME IS TRACKED BY PROGRAM. MARY, YOU MAYBE HAVE A BETTER IDEA WITH YOUR SYSTEMS.

Ms. Li: YOU INVEST IN THE SHORT-TERM RENT ASSISTANCE COLLABORATIVE, CITY OF PORTLAND, HOME FORWARD, AND MULTNOMAH COUNTY THAT SERVES ALL OF THE POPULATIONSMENT WE MEASURE SAFE AND STABLE HOUSING AT SIX, NINE, AND 12 MONTHS AFTER WE HAVE STOPPED THE RENT ASSISTANCE THAT WE HAVE BEEN PROVIDING, AND, ON AVERAGE, AT SIX MONTHS WE ARE CLOSE TO 90% RETENTION IN SAFE AND STABLE HOUSING AND IT SORT OF TOPS OUT AROUND 80%. SO, FOR THE PROVISION OF ONE TO THREE MONTHS OF RENT ASSISTANCE, REGARDLESS OF THE HOUSEHOLD TYPE OR POPULATION, UPWARDS OF 80% OF THOSE HOUSEHOLDS A YEAR AFTER WE HAVE PROVIDED THEM WITH RENT ASSISTANCE IS STILL IN SAFE AND STABLE HOUSING. EACH OF THE DIFFERENT SYSTEMS HAVE A VARIETY OF THEIR OWN SPECIFIC OUTCOMES, BUT I THINK IS THE CLOSEST TO A SYSTEMS LEVEL.

Commissioner Smith: I'M GLAD WE'RE TACKLING THIS ISSUE. THE ISSUE IS IF WE'RE NOT TRACKING THEM PAST THE 12 MONTHS, I DON'T KNOW IF WE ARE REHOUSING THE SAME PEOPLE OVER AND OVER AGAIN. THAT'S A PROBLEM. IF WE COULD BEGIN TO TRACK PAST THE 12 -- UP TO FIVE YEARS SO THAT WE KNOW THIS IS WORKING. WE HAVE NO IDEA IF WE'RE REHOUSING THE SAME FOLKS ALL OVER AGAIN. SO, I THINK WE NEED TO FIGURE THAT OUT. AND THE OTHER ISSUE IS THERE IS -- CITY OF PORTLAND REPORT IN TERMS OF HOMELESSNESS ABOUT WHO IS ACTUALLY REALLY THE MOST DESPAIRED IN THIS WHOLE ISSUE AND IT IS AFRICAN-AMERICANS. ARE YOU GOING TO BE VERY DELIBERATE ABOUT HOUSING THE AFRICAN AMERICAN HOMELESS POPULATION?

Mr. Jolin: YES, I THINK WE'RE GOING TO SEE IN THE NEW POINT IN TIME COUNT THAT IS COMING OUT TOMORROW THAT ON THE ONE HAND, THE NUMBERS ARE PRETTY STEADY IN GENERAL, BUT WE ARE SEEING A SIGNIFICANT INCREASE IN THE NUMBER OF AFRICAN-AMERICANS WHO ARE UNSHELTERED, AND WE KNOW THAT A SIGNIFICANT NUMBER OF AFRICAN-AMERICAN FAMILIES ARE DOUBLED UP AND STRUGGLING WITH A LOT OF SERIOUS HOUSING INSTABILITY. AND SO I THINK BECAUSE OF THAT -- THE VERY INTENTIONAL EQUITY FRAME UNDER HOME FOR EVERYONE, THERE IS NO QUESTION THAT THAT ISSUE WILL BE A PRIMARY FOCUS OF THE WORK GOING FORWARD. IT WILL BE THE KIND OF OPPORTUNITY THAT WE HAVE TO

INVEST SOME OF THIS RESOURCE, THIS NEW RESOURCE THAT WE HAVE AND I KNOW ON CITY SIDE, THAT CONVERSATION IS HAPPENING RIGHT NOW AS WELL.

Commissioner Smith: SO, AS WE'RE DOING THIS, CAN WE START TRACKING THIS, LIKE ON A FIVE-YEAR RANGE, SO THAT WE CAN SEE AT LEAST LONGER THAN ONE YEAR ON WHO WE'RE ACTUALLY HOUSING AND HOW LONG WE'RE HOUSING AND THE DEMOGRAPHICS TO BREAK THEM DOWN BY EACH OF THE INDIVIDUAL FOLKS THAT WE HAVE IDENTIFIED AS VULNERABLE. AND THE SECOND PIECE TO THIS IS THERE A WAY FOR US ON THE NEW MONEY THAT YOU'RE ASKING FOR, MARY LI, THE \$2 MILLION, HOW MUCH OF THAT IS BEING USED FOR RENT ASSISTANCE? HOW MUCH IS BEING USED FOR ADMINISTRATIVE? THAT WOULD BE SOMETHING THAT I WOULD LIKE TO SEE.

Ms. Li: THIS IS ALSO AN ISSUE THAT WE CAN SPENT MORE TIME ON WITH THE DEPARTMENTS PROCESS. WHAT I CAN TELL YOU THAT NONE OF THE \$2 MILLION IDENTIFIED IN THE PROGRAM OFFER WILL GO FOR ADMINISTRATION OF COUNTY PROCESSES, PLANNING, ANY OF THOSE THINGS.

Commissioner Smith: MARC IN HIS STATEMENT SAID IT WAS GOING TO BE USED, THAT IS WHY I ASKED THE QUESTION.

Ms. Li: FOR THE \$2 MILLION. PROVIDER ADMINISTRATION, BUT THAT \$2 MILLION IS ALL PASS THROUGH. ALL INTENDED TO BE PASS-THROUGH DOLLARS INTO THE COMMUNITY FOR COMMUNITY-BASED ORGANIZATIONS. THE DEPARTMENT WILL USE THE EXISTING CAPACITY TO MANAGE AND CONTRACT FOR THOSE DOLLARS AND WHAT I CAN TELL YOU IS THAT WE HAVE BEEN WORKING VERY CLOSELY WITH MARC, USING THE HOME FOR EVERYONE POLICY PRIORITIES TO DETERMINE A SET OF RECOMMENDATIONS. ABOUT 30% OF THOSE RECOMMENDATIONS ARE FOCUSED IN THE CRISIS AND SAFETY OFF THE STREET ARENA. AND THE OTHER PORTION, OTHER TWO-THIRDS, FOCUSED ON STABILITY, RETENTION, PLACEMENT.

Commissioner Smith: AND THE LAST THING THAT I WANT TO KIND OF TALK ABOUT THAT I THINK NEEDS TO BE ON THE SAME PAGE, AND I KNOW WE'RE NOT PDC AND WE'RE NOT THE WORK FORCE BOARD OR ANYTHING LIKE THAT, BUT WHEN WE'RE TALKING ABOUT HOUSING AND WE'RE TALKING ABOUT MAKING \$16 AN HOUR, IF WE'RE NOT ALSO HAVING THE CONVERSATION OR BRINGING PARTNERS IN WHO CAN DO WORK FORCE TRAINING OR EDUCATION, WE'RE JUST SPINNING OUR WHEELS, SPINNING OUR WHEELS, AND WE HAVE TO BE ABLE TO HAVE SOME FOLKS WHO ARE REALLY VULNERABLE WHO THAT \$16 AN HOUR, TO BE ABLE TO AFFORD TO STAY IN THE HOUSING THAT WE GET THEM TO AFFORD IT.



Commissioner Smith: AND IF WE'RE NOT HAVING THIS SAME CONVERSATION, SPENDING THE SAME AMOUNT OF DOLLARS, IF NOT MORE, TO MAKE SURE THAT THE SAME NUMBER, THE 332 PEOPLE THAT WE ARE TRYING TO HOUSE TO MAKE SURE THAT THEY HAVE TRAINING AND EDUCATION TO SUPPORT THEM PAST THE 12 MONTHS, I MEAN, I DON'T KNOW WHO WE BRING IN, DO WE BRING IN MANUFACTURING IN THIS CONVERSATION TO BE ONE OF OUR PARTNERS? IT SEEMS TO ME THAT IT IS A VERY KIND OF A BLACK HOLE KIND OF THING IF WE ARE GOING TO COME BACK IN A YEAR AND SEE IF WE DID WHAT WE SAID WE ARE GOING TO DO. IF WE ARE NOT TALKING ABOUT HOUSEHOLDS, NOT JUST INDIVIDUALS, WE CAN'T SAY A FAMILY WHO HAS THREE KIDS AND A HUSBAND AND A WIFE, I THINK WE SHOULDN'T BE COUNTING THEM AS FIVE.

WE SHOULD BE COUNTING THEM AS ONE, AND WE SHOULD ALSO BE HAVING SOME INFORMATION ARE THESE FOLKS WORKING? ARE THEY GOING TO SCHOOL? WHAT'S GOING TO HAPPEN? BECAUSE WE JUST DON'T HAVE ENOUGH DATA AND WE DON'T HAVE ENOUGH PARTNERS WHO CAN AFFORD THESE FOLKS JOBS TO EVEN MAINTAIN THIS UNLESS WE'RE PLANNING TO CONTINUE TO SUPPORT THEM WITH FUNDING FROM MULTNOMAH COUNTY, AND WE CAN'T CERTAINLY DO THAT. BUT I THINK THAT YOU'RE ON THE RIGHT TRACK. I LIKE THIS START AND I THINK WE NEED TO ADD MORE PIECES TO IT TO MAKE SURE THAT WE'RE REALLY, REALLY SUCCESSFUL.

Mr. Jolin: I REALLY APPRECIATE THE PIECE AROUND EMPLOYMENT AND THERE WAS AN ENTIRE WORK GROUP DEDICATED TO THAT CONNECTION BETWEEN HOUSING AND EMPLOYMENT, AND THERE IS A REPORT WITH A SERIES OF RECOMMENDATIONS, BOTH POLICY RECOMMENDATIONS AND FINANCIAL RECOMMENDATIONS THAT I WOULD BE HAPPY TO SHARE WITH YOU THAT CAME OUT OF THE WORK. ULTIMATELY WE KNOW THAT WE NEED TO BE HELPING AND THAT IS WHERE THE ASSET, HUMAN CAPITAL DEVELOPMENT SIDE OF THE CONVERSATION COMES IN, WE NEED TO HELP PEOPLE GET TO A PLACE THEY CAN TRULY AFFORD AND CONTINUE TO AFFORD ON THEIR OWN THEIR APARTMENTS.

Commissioner Smith: HOW MUCH DO THE OTHER PARTNERS PUT IN FOR THIS COLLABORATIVE, FISCAL YEAR '16?

Mr. Jolin: WELL, I HAVEN'T READ THE NUMBERS. I DON'T KNOW --

Commissioner Smith: CITY OF PORTLAND -- I WAS SURPRISED WHEN YOU SAID HOME FORWARD WAS GOING TO PUT IN 500 NEW VOUCHERS SINCE I KNOW THAT CONGRESS HASN'T PASSED A BUDGET SINCE SKIPPY WAS A PUP, I WANTED TO FIGURE OUT WHERE WE GOT MORE VOUCHERS AND WHERE THAT CAME FROM.

Mr. Jolin: IN HOME FORWARD'S CASE, THEY HAVE TO REPRIORITIZE --

Commissioner Smith: CURRENT RESOURCES.

Mr. Jolin: RIGHT, WHEN I SAID THEY'RE DEDICATING IT TO THIS INITIATIVE, TRYING TO PUT AN EMPHASIS ON HOMELESS FAMILIES, PROJECT BASING, LONG-TERM SUSTAINABILITY IN THE HOUSING THAT WE ARE DOING. IT ISN'T NEW MONEY.

Commissioner Smith: I WAS LIKE OH, MY GOD, HOW DID THEY --

Chair Kafoury: THE HOPE GRANT.

Mr. Jolin: THE HOPE GRANT AND THE VASH AND -- THERE HAVE BEEN SOME SIGNIFICANT NEW FEDERAL INVESTMENTS THAT HAVE COME INTO THE COMMUNITY TO SUPPORT THIS.

Ms. Li: IT IS ALSO A REFLECTION OF OUR COMMITMENT TO THE SHARED GOVERNANCE MODEL. DO WE ALIGN THEM IN PURSUIT OF A SHARED COMMON GOAL OR DO WE CONTINUE TO JURISDICTIONALLY FUND BY OUR OWN SORT OF SEPARATE SILOED DECISION-MAKING. HOME FORWARD HAS REALLY COME TO THE PLATE, ALONG WITH ALL OF US, AND SAID WHAT DO WE HAVE TO DO DIFFERENTLY? WE HAVE TO REPRIORITIZE CURRENT RESOURCES TO BECOME BETTER IN ALIGNMENT CITY OF PORTLAND, COUNTY, AND CITY OF GRESHAM ARE MAKING TO BE ABLE TO ALL ACHIEVE THIS ONE GOAL. IF WE ARE NOT ALIGNED, WE WILL CONTINUE TO EXPERIENCE WHAT WE ARE EXPERIENCING NOW. IT IS A CONCRETE REFLECTION OF WHAT OUR INVESTMENT IS LEVERAGING FROM OUR OTHER PARTNERS.

Chair Kafoury: I THINK IT IS IMPORTANT TO FOLLOW-UP ON COMMISSIONER SMITH'S QUESTIONS, RIGHT NOW IN THIS WE ARE TALKING ABOUT INVESTMENTS THAT MULTNOMAH COUNTY IS MAKING PRIMARILY BECAUSE WE'RE TALKING ABOUT OUR BUDGET. WE MENTION CITY OF PORTLAND AND HOME FORWARD, BUT THERE IS ALSO A LOT OF OTHER PLAYERS AROUND THE BIGGER TABLE. WE HAVE WORK SYSTEMS, INC, WE HAVE THE HEALTH CARE SYSTEMS AND OTHER FOLKS WHO ARE PUTTING THEIR, LIKE YOU SAID, THEIR ATTENTION, THEIR PRIORITY ON THIS INITIATIVE AND ON THESE FAMILIES AND THESE INDIVIDUALS SO THAT OUR WHOLE TEAM IN TOGETHER ON THE SAME PAGE, WHICH I THINK IS, YOU KNOW, IN SOME WAYS ALMOST MORE EXCITING THAN THE DOLLARS ARE REALLY NICE. THE SHARED COMMITMENT AS A COMMUNITY, BECAUSE NO ONE ENTITY IS GOING TO BE ABLE TO END HOMELESSNESS AND HELP GET PEOPLE BACK ON THEIR FEET AND WITH THE JOBS AND THE HOUSING AND THE MENTAL HEALTH AND DRUG AND ALCOHOL ADDICTION, ALL OF THOSE PIECES COMING TOGETHER IS WHAT THIS INITIATIVE IS ALL ABOUT.

Commissioner Smith: IF YOU COULD GET ME THE DOLLAR AMOUNTS FOR THE FOLKS, HOW MUCH THEY ARE CONTRIBUTING FOR FISCAL YEAR '16, THAT WOULD BE GREAT.

Mr. Jolin: SURE.

Vice-Chair Bailey: CHAIR, I THINK THAT SPEAKS TO A VALIDATION OF THE STRUCTURE YOU PUT TOGETHER FOR HOME FOR EVERYONE AND MARC I THINK YOU HAVE DONE AN EXCELLENT JOB AT SHEPHERDING AND FACILITATING A PROCESS THAT IS BRINGING A LOT OF DIFFERENT PLAYERS TOGETHER TO THE TABLE. BUT IT IS A STRUCTURE THAT IS BASED ON TRUST IN A COUPLE OF DIRECTIONS, AND ESPECIALLY WHEN THERE IS TRUST COMING FROM THE PUBLIC THAT WE'RE GOING TO BE ABLE TO ACTUALLY MAKE A DIFFERENCE AND MEET THE GOALS WE'RE PUTTING OUT THERE. AND THERE IS TRUST FROM THE EXECUTIVE COMMITTEE, THAT AS THE EXECUTIVE COMMITTEE SETS GOAL IN THIS SHARED MANNER, THAT WE'RE GOING TO BE ABLE TO DO THAT DIFFICULT PRIORITIZATION AND HAVE THOSE RECOMMENDATIONS COME UP FROM PEOPLE THAT ARE AROUND THE TABLE AND THEY HAVE DONE AN EXCELLENT JOB AT THAT AND I THINK THAT IS ONE OF THE REFLECTIONS HERE, NUMBERS AND POLICY PRIORITIES WEREN'T JUST PICKED OUT OF THIN AIR. THEY WERE DEVELOPED BY THE PEOPLE WHO HAVE THEIR BOOTS ON THE GROUND DOING THIS WORK, WORKING IN TANDEM WITH FUNDERS TO FIGURE OUT HOW WE ACTUALLY GET THIS DONE AND MAKE THAT PRIORITIZATION HAPPEN.

Vice-Chair Bailey: THE LAST PIECE OF TRUST IS THAT WHEN WE THEN ALLOCATE THOSE DOLLARS BASED ON THOSE RECOMMENDATIONS THAT THOSE WHO HAVE THEIR BOOTS ON THE GROUNDS AND DOING THE WORK ARE GOING TO BE ABLE TO ACTUALLY GET THOSE DOLLARS OUT THERE AND ACCOMPLISH THE GOALS. I HAVE CONFIDENCE WE WILL BE ABLE TO WORK TOWARDS THAT. WE WILL TRACK THOSE NUMBERS CLOSELY, SHORT-TERM GOALS, VETERANS HOMELESSNESS AND FAMILY HOMELESSNESS AND SAFETY OFF OF THE STREETS TO MAKE SURE THAT WE ARE HITTING THOSE AND MEETING THOSE IN A WAY THAT MEETS THAT PUBLIC TRUST AND THAT PUBLIC EXPECTATION. BUT I THINK WHERE WE ARE RIGHT NOW IN THIS PROCESS SEEING THE BUY IN THAT WE HAVE FROM MULTIPLE DIFFERENT FUNDING PARTNERS AND BUY IN FROM SERVICE PROVIDERS WILLING TO THINK OUTSIDE OF THE BOX ABOUT HOW THEY DO SERVICE PROVISION AND PRIORITIZATION IN A WAY THAT ISN'T ALWAYS COMFORTABLE I THINK IS ALWAYS ENCOURAGING.

Commissioner Shiprack: CAN I JUST ADD, I REALLY APPRECIATE THAT AND I THINK IN SOME WAYS WHAT WE ARE DOING HERE AS GOVERNMENT, WE ARE PARTICIPATING IN A WORLD THAT HAS BEEN THE PROVINCE OF PRIVATE CAPITAL. AND OUR PRIORITY IS A DIFFERENT PRIORITY OF PRIVATE CAPITAL. I

THINK IT IS VERY IMPORTANT TO STAY VERY CLEAR THAT OUR PRIORITY IS A HUMAN PRIORITY AND WE HAVE TO BE CLEAR IN OUR EXPECTATION OF OUR PRIVATE PARTNERS, BECAUSE THEIR PRIORITY IS TO ENHANCE THEIR CAPITAL, MONEY. OUR PRIORITY IS TO ENHANCE THE COMMUNITY'S CAPITAL, PEOPLE. AND I'M NOT SAYING THAT ONE IS BAD AND ONE IS GOOD.

IT'S NOT A JUDGMENT. WE ARE DOING THIS WORK, AND OUR PURPOSE IS REALLY SERIOUS, AND WE HAVE SOME EXPERIENCE AT WHAT WE'RE ABOUT. SO, UNDERSTANDING THESE DIFFERENCES AND MAINTAINING OUR HIGH EXPECTATION IN THE OUTCOME AND THE LEGITIMACY OF OUR EXPECTATION OF THE OUTCOME IS REALLY CRITICAL, AND I JUST WANT TO SAY THAT MY READING ABOUT THE UTAH PROGRAM ENDED WITH A PERSON -- I'M NOT GOING TO TAKE CREDIT FOR SAYING THIS MYSELF, SAYING IRONICALLY ENDING HOMELESSNESS IS ACTUALLY CHEAPER THAN CONTINUING TO TREAT THE PROBLEM.

THIS WOULD NOT ONLY BENEFIT THE PEOPLE WHO ARE HOMELESS, WHO WOULD BE HEALING FOR THE REST OF US TO LIVE IN A MORE COMPASSIONATE AND JUST NATION. HOME IS NOT A DISEASE LIKE CANCER OR ALZHEIMER'S WHERE WE DON'T YET HAVE A CURE. WE HAVE THE CURE FOR HOMELESSNESS. IT'S HOUSING. IT'S A MATTER OF POLITICAL WILL AND INVESTMENT, BUT I THINK THAT WE'RE HEADED IN THE RIGHT DIRECTION. AND JUST I WANT TO THANK YOU. THIS SOUNDS LIKE I'M BEING TERSE. IT IS JUST SUCH AN IMPORTANT ISSUE AND I JUST APPLAUD THE WORK THAT ALL OF YOU ARE DOING. I SHOULD BE SMILING AT YOU AND IT IS SO IMPORTANT. I REALLY APPRECIATE THAT MY COLLEAGUES ON THE BOARD ARE SO INVESTED AND INVOLVED IN THIS AND I KNOW THAT WE CAN DO THIS.

Chair Kafoury: COMMISSIONER MCKEEL.

Commissioner McKeel: THANK YOU, IN THIS CUMBAYA MOMENT, I APPRECIATE YOU COMING AND TALKING ABOUT THE SYSTEM INTERVENTION AND APPROACH TO THIS. I DO THINK THAT FROM MY READING ABOUT AND MOSTLY MY READING IS ABOUT COMMUNITIES AROUND THE COUNTRY THAT HAVE BEEN ABLE TO END VETERANS HOMELESSNESS, THE GOVERNMENTS AROUND THEM HAVE THE CITIES, COUNTIES, HAVE MADE IT A PRIORITY, AND THEY HAVE PUT INVESTMENT IN TO THIS PRIORITY. AND I THINK WHERE THEY HAVE BEEN ABLE TO DO THAT, THEN THEY'RE LOOKING TO MOVE ON TO ALL HOMELESSNESS WITHIN THEIR COMMUNITIES.

I JUST HAVE A COUPLE OF QUESTIONS AROUND WHERE WE ALREADY DO A LOT OF HOMELESS PROGRAMS HERE IN THE COUNTY, AND I THINK MAYBE YOU HAVE PARTIALLY ANSWERED THIS A LITTLE BIT WITH COMING TOGETHER IN YOUR PRESENTATION, BUT I JUST WANT TO UNDERSTAND CLEARLY HOW HOME FOR EVERYONE AND WHAT WE'RE ALREADY DOING, WHERE THAT INTERSECT IS, AND THAT WE MAKE SURE THAT WE ARE WATCHING THAT

INTERS LAST WEEK, WE HAD A PRESENTATION OF SOMEONE WHO WAS GOING TO APPLY FOR A HOUSING GRANT FROM METRA AND THE COUNTY HAD TWO APPLICATIONS IN AND I KNOW HOW THAT IS, YOU HAVE TO PRIORITIZE WHAT YOU'RE DOING. I JUST WANT TO MAKE SURE THAT WE'RE REALLY IN, YOU KNOW, IN CONCERT WITH EVERYBODY RIGHT HERE IN WHAT WE'RE DOING AND MAYBE THAT DIDN'T MATTER WHAT PRIORITIES, MAYBE THEY WERE DIFFERENT ENOUGH THAT IT WORKED THAT BOTH MIGHT BE FUNDED BUT I WANTED TO BE SURE THAT WE'RE REALLY MAKING CERTAIN THAT WE HAVE GOT EVERYBODY ON THE SAME PAGES AND WORKING TOGETHER.

Mr. Jolin: AND I THINK THAT REALLY IS THE OPPORTUNITY THAT A HOME FOR EVERYONE OFFERS US BECAUSE WE HAVE CREATED THE EXECUTIVE COMMITTEE AND A BOARD STRUCTURE AND OUR STAFFS ARE WORKING TOGETHER ON A REGULAR BASIS. THE COMMUNICATION ACROSS THE JURISDICTIONS AND THE ABILITY TO ALIGN THE WORK ACROSS JURISDICTIONS, IT IS REALLY UNPRECEDENTED, AT EVERY LEVEL. IT IS HAVING A PLAN WITH A SET OF INVESTMENT PRIORITIES THAT EVERYONE IS KIND OF TAPPED INTO. IT IS HAVING STAFF SITTING TOGETHER AND SAYING OKAY, HOW ARE WE DOING THE IMPLEMENTATION? WHERE DOES IT MAKE THE MOST SENSE FOR YOU OR US TO INVEST? THOSE ARE CONVERSATIONS, WE'VE ALWAYS HAD THEM AT SOME LEVEL BUT REALLY IT IS MORE ORGANIZED NOW THAN IT HAS BEEN AND I THINK IT IS ALLOWING US TO AVOID SITUATIONS WHERE ONE HAND DOESN'T KNOW WHAT THE OTHER HAND IS DOING OR WE FIND OURSELVES HAVING DONE SOMETHING THAT WE COULD HAVE DONE MORE EFFECTIVELY AND EFFICIENTLY.

Commissioner McKeel: WITH US HERE AT THE COUNTIES, IF WE HAVE DONE A PROGRAM, AROUND HOMELESS FOR YEARS, HOW DOES THAT FIT INTO THE HOME FOR EVERYONE OVERVIEW AND GOALS? SO, AS WE CONTINUE FORWARD, THAT'S NOT JUST A QUESTION FOR TODAY, BUT AS WE CONTINUE FORWARD, WHEN WE HAVE DONE THE PROGRAMS, HOW DO THEY NOW FIT INTO THAT STRUCTURE AND THAT SYSTEM.

Mr. Jolin: AND MY SENSE OF THAT IS THAT, YOU KNOW, THE COUNTY HAS BEEN DOING REALLY GOOD WORK, GOOD PROGRAMS, GOOD WORK AND PROGRAMS ON THE CITY SIDE, AS WE MOVE FORWARD, OPPORTUNITY TO BETTER EVALUATE THOSE PROGRAMS AT THE SYSTEM LEVEL TO MAKE SURE, BEST PRACTICE THAT THE COUNTY HAS ADOPTED AROUND SORT OF ENGAGEMENT, THAT IS CALLED OUT AS A BEST PRACTICE THAT OUGHT TO GO SYSTEMWIDE AND YOU START TO HAVE THAT CONVERSATION WITH YOUR PARTNERS AS WELL. I THINK, YOU KNOW, AS STRONG AS THE PROGRAMS HAVE BEEN, HOME FOR EVERYONE AND THIS SHARED SET OF POLICY COMMITMENTS GIVES US TO ADJUST? WHAT DO WE NEED TO CHANGE? WHAT ADDITIONAL PROGRAMS DO WE NEED TO HAVE IN PLACE TO MAKE THIS

WORK AS WELL AS IT CAN WORK? WE HAVE STRENGTH AND ALSO AN OPPORTUNITY TO CONTINUE TO EVALUATE AND IMPROVE.

Commissioner McKeel: AROUND THE POOL FOR AFFORDABLE HOUSING DEVELOPMENT, HOW DO PEOPLE ACCESS THOSE DOLLARS?

Mr. Jolin: SO, I THINK WE'RE STILL TRYING TO LAND ON WHAT THAT IS GOING TO LOOK LIKE. I THINK IT IS CLEAR THAT THE COUNTY IS NOT GOING TO BUILD AN INFRASTRUCTURE TO THE CITY OF PORTLAND AND HOUSING BUREAU OBVIOUSLY HAVE THAT INFRASTRUCTURE IN PLACE AND DO THAT WORK AND ARE HAVING SIMILAR CONVERSATIONS ABOUT INNOVATION AND DESIRE TO GET MORE UNITS MORE QUICKLY AND COST EFFECTIVELY AND WE ARE HAVING CONVERSATIONS WITH THEM AND THAT INCLUDES JOINT ADMINISTRATION WITH THEM, CONTRACTING WITH A THIRD PARTY THAT DOES HOUSING DEVELOPMENT AND UNDERSTANDS THAT WORLD VERY WELL. SO, OBVIOUSLY THE GOAL IS TO LAND ON THAT QUICKLY BECAUSE WE WANT THESE RESOURCES OUT AS SOON AS POSSIBLE AND START TO ADDRESS THE CRISIS THAT WE HAVE IN UNITS.

Commissioner McKeel: I KNOW TWO PROJECTS THAT ARE READY TO GO FORWARD FOR VETERANS HOUSING AND I'M JUST CURIOUS HOW THOSE DOLLARS --

Mr. Jolin: RIGHT NOW, I WOULD SAY APPROACHING THE CITY BECAUSE THEY ALREADY HAVE PROCESSES IN PLACE AND GOT THEIR INNOVATION FUND AND OPPORTUNITIES TO TAP INTO RESOURCES ON A ROLLING BASIS, BUT I THINK THE HOPE IS THAT THE COUNTY'S MONEY WILL BE SIMILARLY ACCESSIBLE QUICKLY AND EASILY.

Ms. Wendt: COMMISSIONER MCKEEL, HOME FOR EVERYONE FOCUSED ON HOMELESSNESS AND WE ARE LEARN A LOT FROM THIS JURISDICTIONAL EFFORT THAT CAN BE APPLIED TO THE NONPREVENTATIVE EFFORT. PREVENTION AROUND SENIORS, PEOPLE WITH DISABILITIES TO STAY IN THEIR HOMES. THERE IS STILL I THINK A LITTLE BIT OF NOT TENSION I WOULDN'T SAY, BUT I MEAN TWO '70S AROUND THAT STABILITY PIECE AND AROUND ADDRESSING HOMELESSNESS, AND I THINK THE SIGNIFICANT ASK, ALTHOUGH IT IS NOT SIGNIFICANT DOLLAR-WISE IS AROUND DATA TO YOUR QUESTION, COMMISSIONER SMITH, WE FOCUS OUR RESOURCES ON SERVING PEOPLE OFTEN AND WE DON'T HAVE THAT OPPORTUNITY TO SAY WHAT'S WORKING? LET'S FUND MORE AND MORE OF THAT AND WHAT CAN USE ADJUSTMENT. THE INVESTMENT IN DATA WILL TELL US A LOT AND HELP GUIDE FUTURE INVESTMENT.

Commissioner McKeel: THANK YOU.

Commissioner Smith: MADAM CHAIR, IT WOULD BE HELPFUL FOR ME, BECAUSE

IT IS HARD FOR ME TO DISTINGUISH BETWEEN HOME FOR EVERYONE, RENT ASSISTANCE, AND ANTIPOVERTY PROGRAM WITH RENT ASSISTANCE AS WELL. WHY DON'T WE HAVE BOTH OF THEM UNDER YOUR BALIWICK -- HOME FOR EVERYONE INITIATIVE, UNDER DCHS, BECAUSE YOU ALSO HAVE THE SAME PROGRAM? HOW ARE YOU DETERMINING WHICH PROGRAM IS WHICH WHEN IT IS THE SAME THING?

Ms. Wendt: THAT IS A GREAT QUESTION. I THINK ONE OF THE MOST SIGNIFICANT PIECES OF THE HOME FOR EVERYONE IS HOW DO WE LEARN HOW TO COLLABORATE TOGETHER? AND HAVING MARC'S POSITION PAID FOR PARTLY BY THE CITY AND PARTLY BY THE COUNTY AND HELPING US DEVELOP THAT JOINT INFRASTRUCTURE IS REALLY -- I THINK SETS US UP WELL FOR THE FUTURE. IT MAY FEEL A LITTLE FUNNY IN THE MOMENT, BUT HOW DO WE GOVERN TOGETHER, ADMINISTRATIVE SIDE OF THAT, WHERE DO RESOURCES GO --

Commissioner Smith: YOU HAVE THE \$5 MILLION IN DCM, HOME FOR EVERYONE IN ONE SEPARATE PIECE, AND THEN OUR ANTIPOVERTY PROGRAMS THAT OFTEN DO RENT ASSISTANCE. I DON'T KNOW THE DIFFERENCE BETWEEN WHAT IS WHAT AND HOW WE ARE ACTUALLY DOING IT. I THINK IT WOULD BE HELPFUL TO US AS A BODY, EVERYTHING UNDER ONE UMBRELLA FOR HOUSING -- ALL OF THE HOME FOR EVERYONE STUFF UNDER YOUR SHOP.

Ms. Li: COMMISSIONER, I CAN ADD WITH REGARD TO RENT ASSISTANCE, WE ARE ALIGNING THE RENT ASSISTANCE ASSOCIATED WITH HOME FOR EVERYONE, WITH THE RENT ASSISTANCE THAT CURRENTLY EXISTS IN THE ANTIPOVERTY SYSTEM AND WE CAN PROVIDE YOU MORE DETAIL ABOUT THAT.

Commissioner Smith: MY POINT EXACTLY, THAT IS WHY IT NEEDS TO BE UNDER YOUR SHOP.

Chair Kafoury: A LITTLE BIT OF CONFUSION. A HOME FOR EVERYONE IS NOT A PROGRAM. I MEAN, MARC IS NOT HANDING OUT THE DOLLARS THAT ARE HERE. \$2 MILLION ARE GOING TO THE COUNTY PROGRAMS. THEY'RE GOING THROUGH THE COUNTY OUT TO THE PROVIDERS THAT WE PROVIDE WITH. MARC IS NOT DISTRIBUTING THESE DOLLARS --

Commissioner Smith: I KNOW WHAT HE IS DOING. A LINER OF DIFFERENT ORGANIZATIONS SUPPORTING THIS EFFORT. WHAT I'M SAYING FOR MY PURPOSES IS THAT KNOWING ALL OF THE MONEY IS UNDER ONE DEPARTMENT, THERE IS ONE MESSAGE THAT IS BEING SENT, NOT A MESSAGE FROM MARC OR LIESL. WE NEED TO HAVE ONE MESSAGE ABOUT HOME FOR EVERYONE. TOO FRAGMENTED. AND DCM NOW IN THE CUE TO BE GETTING SOME MONEY AND HAVING A CONVERSATION AROUND THIS. IN TERMS OF KNOWING, ONE HAND KNOWING WHAT THE OTHER HAND IS DOING,

YOU'VE GOT TOO MANY HANDS IN THE SAME POT, AND IT SEEMS LIKE IT SHOULD JUST BE IN ONE.

Chair Kafoury: I WOULD ALSO ADD THAT AS WE HAD PLANNED WITH THIS HOME FOR EVERYONE IS THAT GETTING EVERYBODY TOGETHER ON THE SAME TABLE AND BUILDING THAT TRUST AND THAT RELATIONSHIP AND GETTING THE RIGHT PLAYERS THERE SO THAT WE HAVE THE BIGGER PICTURE, WHICH WE HAVE NOW COME TO THAT, THE NEXT STEPS THAT WE HAD ANTICIPATED, WHICH WE WILL BE ENTERING INTO DISCUSSIONS SOONER RATHER THAN LATER, IS ABOUT A LEAD AGENCY. AND THIS IS KIND OF THE NEXT THING, HOW DO WE BETTER ALIGN SO THAT WE DON'T HAVE DIFFERENT AGENCIES AROUND OUR COMMUNITY DOING DIFFERENT THINGS. SO, I DO THINK THAT WE ARE HEADED IN THAT DIRECTION. IT'S NOT GOING TO BE IMMEDIATE BECAUSE AS WITH ANY COLLABORATION, THINGS MOVE A LITTLE BIT MORE SLOWLY BECAUSE YOU WANT TO KEEP EVERYONE AT THE TABLE AND EVERYONE BOUGHT IN.

Commissioner Smith: THAT WOULD BE A GREAT LEAD AGENCY HOME FOR EVERYONE. I'M TALKING ABOUT WHAT WE ARE DOING INSIDE OF MULTNOMAH COUNTY, ALL OF OUR MULTNOMAH COUNTY HOME FOR EVERYONE EFFORTS SHOULD BE UNDER ONE UMBRELLA. THAT IS WHAT I'M TALKING ABOUT.

Commissioner Shiprack: I DO HAVE A REQUEST, AND THIS MAY BE SOMETHING THAT WE DON'T HAVE THE DATA SET TO TRACK RIGHT NOW. BUT MY REQUEST OF YOU WOULD BE THAT YOU TRACK THE COUNTY'S EXPENDITURES THAT ARE THE RESULT OF HOMELESSNESS SO THAT WE CAN CAPTURE, FOR EXAMPLE, IN A COUNTY IN FLORIDA, TRACKED 37 HOMELESS PEOPLE FOR 10 YEARS, COUNTED ALL OF THE ARRESTS, ALL OF THE TOTAL DAYS OF INCARCERATION AND CAME UP WITH A TOTAL COST FOR THOSE 37 HOMELESS PEOPLE OVER THAT PERIOD OF TIME OF \$6,417,905. THAT'S A NUMBER THAT YOU COULD KIND OF TAKE TO THE BANK. IT WOULD BE REALLY HELPFUL TO HAVE SOME IDEA OF WHAT WE ARE PAYING FOR HOMELESSNESS, FOR FAILURE TO HOUSE PEOPLE IN MULTNOMAH COUNTY.

Ms. Li: COMMISSIONER, I HEAR THAT AS ANOTHER DIMENSION OF AN EARLIER COMMENT, THIS INVESTMENT WREAKS THIS KIND OF SAVING ON LONG-TERM BENEFIT. AS LONG AS YOU DON'T EXPECT THAT NEXT WEEK --

Commissioner Shiprack: I HAVE BEEN HERE FOR SEVEN YEARS, THIS IS MY 7TH BUDGET. IF YOU WAIT LONG ENOUGH, I WILL BE GONE AND YOU WON'T HAVE TO DEAL WITH THIS ANYMORE.

Chair Kafoury: COMMISSIONER SHIPRACK, BUD CLARK COMMONS, WHERE WE IN THIS COMMUNITY -- AMAZING REPORT. AND I THINK, IN FACT, THINK EVERYBODY ON THE BOARD SHOULD TAKE A LOOK AT IT.



Mr. Jolin: WE WILL GET IT TO YOU. WHEN I WAS STILL AT JOIN, WE DID A SMALL SAMPLE OF PLACING CHRONICALLY HOMELESS FOLKS INTO HOUSING AND RAN THE ADVERSE POLICE CONTACT NUMBERS. WE DIDN'T TRY TO ASSIGN A DOLLAR TO THAT, BUT WE SAW A 90% REDUCTION IN ADVERSE POLICE CONTACT IN THAT POPULATION OF 25 PEOPLE WE MOVED IN. THOSE REPLACEMENTS WERE \$10,000 A YEAR, RIGHT? SO, I THINK WE HAVE POCKETS OF THAT KIND OF INFORMATION, BUT I ALSO THINK THIS IS A GOOD TIME TO REITERATE WANTING THAT TO COME FORWARD. WE HAVE ASKED FOR EVALUATION RESOURCE. THERE IS A DATA COMMITTEE, AND WE ARE NOW PUTTING THAT FRAMEWORK TOGETHER AND IF PART OF THAT IS DOING A SAMPLE AND TRACKING AND MAKE THE CASE ON BEHALF OF THIS INITIATIVE, WE ARE IN A POSITION TO DO THAT.

Chair Kafoury: ALSO REMEMBER UNTIL THIS INITIATIVE, WE HAD THE CITY OF PORTLAND DOING, WHICH THEY STILL ARE, DOING HOMELESS SERVICES FOR INDIVIDUALS, AND MULTNOMAH COUNTY -- SO THEY HAD THEIR DATA. WE HAD OUR DATA. IT HAS BEEN REALLY, REALLY DIFFICULT, AND WE HAVEN'T TALKED ABOUT THE SHARED DATA WHICH IS FASCINATING AND FABULOUS, AND THAT IS ANOTHER PIECE UNTIL THIS INITIATIVE WE DIDN'T HAVE. FOR US TRYING TO TRACK THEIR STUFF WAS A LITTLE --

Commissioner Shiprack: AND IN THE SPIRIT OF KINDNESS FOR LETTING US HAVE THIS DIALOGUE, IN THE SPIRIT OF KINDNESS AND PARTNERSHIP, AND JUST THE TRUTH IS THAT THE CITY OF PORTLAND IS NOW WORKING UNDER A SETTLEMENT AGREEMENT WITH THE DEPARTMENT OF JUSTICE WITH REGARD TO THEIR P CONTACTS WITH PEOPLE WITH MENTAL ILLNESS. AND LACK OF HOUSING IS A SOURCE OF THOSE CONTACTS. WE KNOW THIS. SO, I THINK, MARC, NOW THAT YOU HAVE TALKED YOURSELF UP TO A HIGHER LEVEL, JUST YOUR SPHERE NOW ENCOMPASSES THE ABILITY TO ASK THAT CITY OF PORTLAND'S BUREAU OF POLICE WHAT IS A 90% REDUCTION IN ARREST RATE WORTH TO YOU GUYS? THEY CAN ANSWER THAT QUESTION. THEY KNOW WHAT IT COSTS. BECAUSE WE HAVE AN OPEN BOOKING SYSTEM, WE BOOK ALL OF THOSE PEOPLE INTO OUR JAIL AND WE CAN ANSWER THE QUESTION WHAT DOES THAT COST AS WELL? WE ARE ON OUR WAY.

Chair Kafoury: ANY OTHER QUESTIONS OR COMMENTS? I COULD TALK ABOUT THIS ALL DAY, BUT THANK YOU SO MUCH. THIS HAS BEEN FASCINATING.

Chair Kafoury: AND WE ARE DONE, UNLESS WE HAVE ANY OTHER COMMENTS FROM THE BUDGET FOLKS, WE ARE GOING TO ADJOURN UNTIL 1:00 P.M. WHEN WE WILL BE BACK WITH THE LOVELY TEAM FROM DCHS.

### **ADJOURNMENT**

The meeting was recessed at 11:45 a.m.

Transcript prepared by LNS Captioning and utilized in creating minutes by the Board Clerks. For access to the video and/or board packet materials, please view at: [http://multnomah.granicus.com/ViewPublisher.php?view\\_id=3](http://multnomah.granicus.com/ViewPublisher.php?view_id=3)

Submitted by:

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Board of County Commissioners  
Multnomah County