



Metro President's Work Group

May 12th Discussion Recap



Date: May 12, 4 pm to 6 pm

Location: Metro Regional Center

Summary prepared by Drawbridge Innovations

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May 12 ATTENDEES

- Alex Phan – Principal Broker, Portland Metropolitan Association of Realtors®
- Andrew Rowe – Member, Portland Metro Chamber
- Ashton Simpson – Councilor, Metro
- Ben West – Commissioner, Clackamas County
- Christine Lewis – Councilor, Metro
- Elizabeth Mazzara-Myers – Executive Director, Westside Economic Alliance (joined virtually)
- Jerry Willey – Commissioner, Washington County
- Joe Buck – Mayor, City of Lake Oswego
- Keith Wilson – Mayor, City of Portland
- Lisa Beaty – Mayor, City of Milwaukie
- Lynn Peterson – Council President, Metro
- Melissa Erlbaum – Member, Here Together (joined virtually)
- Nellie deVries – Director, Clackamas County Business Alliance
- Rachael Duke – Board Chair, Housing Oregon
- Sahaan McKelvey – Member, Communities of Color
- Tim Rosener – Mayor, City of Sherwood
- Travis Stovall – Mayor, City of Gresham

Not in attendance:

- Andy Mendenhall – President, Central City Concern
- Craig Roberts – Chair, Clackamas County
- Julie Brim-Edwards – Commissioner, Multnomah County
- Kathryn Harrington – Chair, Washington County
- Lacey Beaty – Mayor, City of Beaverton
- Mercedes Elizalde – Member, Welcome Home Coalition
- Shannon Singleton – Commissioner, Multnomah County

GOVERNANCE CONSIDERATIONS: DISCUSSION

Activity Overview

At the May 12 meeting, work group participants were invited to contribute both individual and group inputs on four governance components and were provided the following thought-starting prompts for each governance component:

Roles

- Description: Defined roles and responsibilities for all parties, including diverse knowledge and experience
- Prompts:
 - How well does the proposed structure advance role clarity?
 - What might help this structure better advance role clarity?
 - Compared to role clarity in the current governance structure, how do you feel this is different?

Informed Planning and Prioritization

- Description: Prioritizing limited resources in line with clear values and goals, incorporating the broader context
- Prompts:
 - How well does the proposed structure advance informed planning and prioritization?
 - What might help this structure better advance informed planning and prioritization?
 - Compared to planning and prioritization in the current structure, how do you feel this is different?

Effective Evaluation and Transparency

- Description: Clear metrics, tracking and monitoring, reporting, and transparency with the public
- Prompts:
 - How well does the proposed structure advance effective evaluation and transparency?
 - What might help this structure better advance effective evaluation and transparency?
 - Compared to evaluation and transparency in the current structure, how do you feel this is different?

Compliance and Accountability

- Description: The ability to fix what needs fixing – and uplift what works.
- Prompts:
 - How well does the proposed structure advance compliance and accountability?
 - What might help this structure better advance compliance and accountability?
 - Compared to compliance and accountability in the current structure, how do you feel this is different?

Process:

Participants were invited first to spend time as individuals reflecting on any/all of the components listed above, and post comments on each of the component boards, as they wished, using sticky-notes provided. After the individual reflection and post-up time, participants were then invited to choose a governance component board they felt most interested in. Along with others who chose that board, participants were invited to engage in

small-group, stand-up discussions to reflect on any emerging themes and share additional comments beyond what was posted. Following the small-group stand-up conversations, one member from each governance component board was invited to report on one key learning, insight or perspective gathered from their discussions. Given time constraints, participants were also invited to capture any additional feedback or reflections for Metro staff using a personal reflection sheet provided in the meeting.

In addition to the in-person participants, two work group members joined virtually. They were invited to engage in the same activity mentioned above, via Zoom, and capture their notes/thoughts in writing. These notes were sent to Metro after the meeting, and have been included herein (see below). Additionally, their comments during the activity verbal report-outs are also captured here.

In the following summary, all bullets are verbatim inputs provided by work group attendees on their governance component board post-it notes, on their personal reflection sheets, or in comments shared during report-outs. Please refer to the Appendix for photos of the four governance component boards and related post-it notes contributed by in-person attendees.

Cross-Cutting Themes Across All Four Governance Components

This section identifies cross-cutting themes that emerged across all four governance components, as identified by the consultants at Drawbridge. Red text reflects themes extracted by Drawbridge; all bullets are verbatim inputs provided by work group attendees on their post-it notes, or in commentary.

Concern about motivations in how roles, accountability are defined

- There is no transparency when elected government gets to make decisions and share information about the impact of their decisions. This creates mass blame and deflection, exactly what we have now.
- Where is the transparency for citizens of the region when multiple electeds are supposedly representing the same people, but want vastly different directions in decision making
- Every elected official has MASSIVE conflicts of interest to protect their jurisdictions funding and programs, rather than making decisions for the good of the people of the region.
- No system works when those being held accountable are the same people holding themselves accountable.
- Community experts advisory only. No SHS receipts with voting rights on oversight
- “We want what winners got, but we’re not willing to do what winners do.” We talk about Houston and Milwaukee but those regions intentionally created governance outside of government. We’re unwilling to do that. We won't get their results.
 - Sahaan McKelvey (verbal report-out): Desire governance built outside governance. If we’re not willing to do that, we need to stop assuming we’ll get outcomes like that.
 - Commissioner West (verbal report-out): Millions spent in taxpayer dollars on this work. Ultimate responsibility and accountability is elected officials. Government provides the voice of the taxpayer.

More clarity about TCPB, TAC roles requested

- What is Tri-County planning body transition?
- The review is critical – but so is the planning for system change. Worry “TCPB” future state stuff will get deprioritized

- Technical advisory committee will be technical and will have no power to truly inform decisions
- Elizabeth Mazzara Myers (verbal report-out): given all folks that will plug into TAC, how big is it, what role will it play? Unpack that. Where balance is. Is it a 40 person body, a 12 person body?
- Melissa Erlbaum: concerned about the TAC being an afterthought – would it provide meaningful input; concerned the PAC is primarily elected officials, are they holding themselves accountable to this progress
- Tri-county planning body is dissolved and moves over to the TAC

Participants value reducing structural complexity

- New org structure is still too complicated and governance is too top heavy. Elected officials don't have time to develop action plans and lead regionalization
- I like that Metro is at the top taking overall control of this regional plan
- What might help the proposed structure better advance compliance and accountability? Streamline and reduce complexity/top heaviness
- Cons: could slow action through unnecessary process

More clarity around what happens when things aren't working

- Evaluation still lacks the opportunity to call "failure" or "stop" when programs, approaches, or contracts are not delivering
- Set standards for evaluating county performance:
 - Process
 - Metrics
 - Results
 - Accountability and consequences
- If one county fails to meet outcomes, the other counties and entities step in and take over until struggling county works through performance issues
- Clear metrics with "strike team" to help get back on target
- I like we are getting more inputs from front line providers. We also need their feedback where the gaps are and what does not work.

Opportunity to further define staff and front-line accountability

- The limit will always be the questions – and how much time/in-depth staff can go in response. Need more clarity on follow-up expectations given this committee is "outside"
 - What are follow-up expectations on questions/concerns from oversight committee [*ed. note.: this is about staff response time when questions arise and follow-up is needed*]
 - Councilor Lewis (verbal report out): Figure out the amount of time that it takes staff to follow-up on questions, feedback loop. Convos that happen and need follow-up. Learn faster. Staff need to be more engaged and have feedback loops that don't stall out.
- Need to set standards for a results-oriented management system that is based on continuous improvement. Push accountability out to front line departments and employees
- Mayor Rosener (verbal report-out): Too top heavy on front end, get money out there, hold people accountable, help them achieve outcomes that voters voted on; have strong oversight on back end.

Overall desire for accountability to be further defined

- This new structure increased transparency and accountability but not sure we have “compliance.”
- Are we accountable to a plan or outcomes?
- Mayor Rosener (verbal report-out): All want compliance, are we accountable to plan or outcomes? Work toward the same outcomes, and empower providers to achieve those.
- For compliance Metro needs to set standards to measure against
- Are we at systems level or program level? Picking outputs or outcomes?
- Compared to compliance and accountability in the current structure, how do you feel this is different? Not Much
- How well does the proposed structure advance compliance and accountability? It doesn't
- Data reporting and monitoring: want to see that spelled out clearly. Where is that data coming from?

More clarity around county roles

- Unclear on the counties' roles in the proposed structure.
- Where are counties in the new flow chart?
 - Policy Advisory Committee is where counties provide input/direction for governance

Written and Verbal Inputs: Clear Roles

Below are themes identified by Drawbridge for the specific inputs shared for Clear Roles. Red text reflects themes extracted by Drawbridge; all bullets are verbatim inputs provided by work group participants on their post-it notes, notes captured by attendees on a personal reflection sheet handed out at the meeting, or in commentary.

Clarify the roles between counties and cities

- Clarify that Cities have a role in establishment and assessment of counties' local implementation plans
- Unclear on the counties' roles in the proposed structure. What is Tri-County planning body transition?
- Where do the 24 seats fit into the model?

Opportunity to reduce complexity in the proposed structure

- New org structure is still too complicated and governance is too top heavy. Elected officials don't have time to develop action plans and lead regionalization
- I like that Metro is at the top taking overall control of this regional plan

Accountability expectations for staff roles

- The limit will always be the questions – and how much time/in-depth staff can go in response. Need more clarity on follow-up expectations given this committee is “outside”
 - What are follow-up expectations on questions/concerns from oversight committee [ed. note.: this is about staff response time when questions arise and follow-up is needed]
 - Councilor Lewis (verbal report-out): Figure out the amount of time that it takes staff to follow-up on questions, feedback loop. Convo that happen and need follow-up. Learn faster. Staff need to be more engaged and have feedback loops that don't stall out.

Additional inputs:

- Roles must be well defined with metric goals

- Feedback loops serve the roles/goals outcomes

Inputs from Andrew Rowe, provided via a personal reflection sheet handed out at the meeting:

- Proposed structure is too broad in scope
- PAC members don't have time to develop action plans or lead regionalization efforts
- Focus on evaluating performance and controlling payouts (incentives, rewards, consequences)
- Create map of R's and R's between Metro/County to reduce duplication
- Metro Council must improve oversight, accountability for funds
- Develop plan to merge Metro with counties and/or cities

Written and Verbal Inputs: Informed Planning and Prioritization

Below are themes identified by Drawbridge for the specific inputs shared for Informed Planning and Prioritization. Red text reflects themes extracted by Drawbridge; all bullets are verbatim inputs provided by work group participants on their post-it notes, notes captured by attendees on a personal reflection sheet handed out at the meeting, or in commentary.

Funding distribution could be refined

- Do we distribute funds quickly then hold providers/county to outcomes
- No change in current SHS distribution formula – what the county pays in the county gets back

Ensure human needs are prioritized in implementation

- Appropriate housing based on a client's behavior health needs
- Resources and housing that match the needs of those being served

Specific input about Metro's role

- Old structure has fragmented. Metro region would lead the prioritization and coordination.
- Metro's role is to set standards for county management of programs and funding, insist on implementation of best practice-based management systems i.e. data, continuous improvement, performance evaluation

Role of community providers

- Community experts should not be SHS contractors
- Houston has a nonprofit CBO that does this work – plans, prioritizes, procures, evaluates, integrates/braids funding. How can we build a system – a regional system – like that?
- Rachael Duke (verbal report-out): regional nongovernmental org doing data collection, planning and accountability and has government leadership on board. Hits all areas. Could someone look into how Houston does that?
- Outside (non-elected) overseeing body to hold accountability, plan, coord, audit, etc. *with government on board (emphasis theirs)

More work needed to sharpen the roles for the TAC and TCPB in planning

- Technical advisory committee will be technical and will have no power to truly inform decisions

- The review is critical – but so is the planning for system change. Worry “TCPB” future state stuff will get deprioritized
- Elizabeth Mazzara Myers (verbal report-out): given all folks that will plug into TAG, how big is it, what role will it play? Unpack that. Where balance is. Is it a 40 person body, a 12 person body?

Prioritization driven by results, performance

- Data should show what is working and what isn’t. This will lead to prioritization. Metrics are key.
- PAC membership makeup means planning will not happen. Build a management system that focuses on results-oriented prioritization
- (Shorten shelter before housing if people are suffering) Using best cost best outcome resource first before moving to less effective resource (*parentheses theirs*)

Additional inputs:

- Sheltering the what? Defined throughput within a system of care
- More aggressive UGB expansion to open up housing options. Need to improve affordability
- Melissa Erlbaum: it’s hard to weigh in substantially with the info provided. Proposed structure/capacity is to inform planning. At what point does planning and prioritization occur? Where does it happen?

Inputs from Andrew Rowe, via a personal reflection sheet handed out at the meeting:

- Too top heavy
- Too many people, groups, bodies, committees
- PAC and TAC should be combined
- Need results-oriented dashboards with trending
- Hold counties accountable to standards – power of purse
- This obfuscates accountability and transparency
- Fund outside audits
- Fund system-wide performance improvement training and support (lean management)
- Develop management system standards

Written and Verbal Inputs: Effective Evaluation and Transparency

*Below are themes identified by Drawbridge for the specific inputs shared for Effective Evaluation and Transparency. **Red text** reflects themes extracted by Drawbridge; all bullets are verbatim inputs provided by work group participants on their post-it notes, notes captured by attendees on a personal reflection sheet handed out at the meeting, or in commentary.*

Carry forward what’s working

- We are missing an opportunity to talk about what is working now. It is easy to say “it isn’t working.” what is working? What is not? How is this different?
- Bring forward what has been done right
- Ensure we carry forward what is working and include in new structure
- Commissioner Willey (verbal report-out): What have we done right from the last few years, incorporate into what we want to change?

More clarity around what happens when things aren't working

- Evaluation still lacks the opportunity to call “failure” or “stop” when programs, approaches, or contracts are not delivering
- Set standards for evaluating county performance:
 - Process
 - Metrics
 - Results
 - Accountability and consequences

Clear metrics needed for evaluation

- Need data, dashboards, metrics in order to enable effective evaluation!
- Clear metrics are critical to everything downstream from this starting point
- Commissioner Willey (verbal report-out): Metrics and tracking have to be defined to report to public

Role of government in current structure

- There is no transparency when elected government gets to make decisions and share information about the impact of their decisions. This creates mass blame and deflection, exactly what we have now.
- Where is the transparency for citizens of the region when multiple electeds are supposedly representing the same people, but want vastly different directions in decision making

Bring forward voices of community members

- This may be different in each community, but a lay-person sounding board of cities and counties may make sense
- Providers are represented via TAC, but utilizing lay advocates (church activists, etc) as a way to spread data/reporting with community as well as a sounding board

Specific metric recommendations

- One metric: are appropriate placements being made? In other words, are people who need more behavioral health care and monitoring being placed where they receive that?
 - Measures: how many police calls? How many other residents are looking to move?

Additional inputs:

- Cochairs are selected in the same manner as M-PACT
- LIPs (PDCA) could be required to update annually to adjust to meet desired outcomes. Dynamic vs. current static
- How do we prevent KPI cherry picking when reporting results

Inputs from Andrew Rowe, via a personal reflection sheet handed out at the meeting:

- Set standards for tracking and presenting a standard data set with key results
- Track all goals and metrics
- Withhold funding when standards not met
- Develop visual performance management system and Metro and counties

Inputs from Sahaan McKelvey, via a personal reflection sheet handed out at the meeting:

- Evaluation and transparency must be delivered to the public by a trusted source. This needs to be a body that is outside of government without bias that the public can believe in.
- Government is not that communication vehicle, and when it is, then blame and deflection are often what is communicated. This cycle just reduces public trust.

Written and Verbal Inputs: Compliance and Accountability

*Below are themes identified by Drawbridge for the specific inputs shared for Compliance and Accountability. **Red text** reflects themes extracted by Drawbridge; all bullets are verbatim inputs provided by work group participants on their post-it notes, notes captured by attendees on a personal reflection sheet handed out at the meeting, or in commentary.*

Accountability structure may surface conflicts

- Every elected official has MASSIVE conflicts of interest to protect their jurisdictions funding and programs, rather than making decisions for the good of the people of region. (*emphasis theirs*)
- No system works when those being held accountable are the same people holding themselves accountable.
- Community experts advisory only. No SHS receipts with voting rights on oversight
- “We want what winners got, but we’re not willing to do what winners do.” We talk about Houston and Milwaukee but those regions intentionally created governance outside of government. We’re unwilling to do that. We won’t get their results.
 - Sahaan McKelvey (verbal report-out): Desire governance built outside governance. If we’re not willing to do that, we need to stop assuming we’ll get outcomes like that.
 - Commissioner West (verbal report-out): Millions spent in taxpayer dollars on this work. Ultimate responsibility and accountability is elected officials. Government provides the voice of the taxpayer.

Desire for accountability on front-lines

- Need to set standards for a results-oriented management system that is based on continuous improvement. Push accountability out to front line departments and employees
- I like we are getting more inputs from front line providers. We also need their feedback where the gaps are and what does not work.
- Mayor Rosener (verbal report-out): Too top heavy on front end, get money out there, hold people accountable, help them achieve outcomes that voters voted on; have strong oversight on back end.

What is accountability tied to?

- This new structure increased transparency and accountability but not sure we have “compliance.”
- Are we accountable to a plan or outcomes?
- Mayor Rosener (verbal report-out): All want compliance, are we accountable to plan or outcomes? Work toward the same outcomes, and empower providers to achieve those.
- For compliance Metro needs to set standards to measure against
- Are we at systems level or program level? Picking outputs or outcomes?

Course-correction recommendations when things aren't performing as expected

- If one county fails to meet outcomes, the other counties and entities step in and take over until struggling county works through performance issues
- Clear metrics with "strike team" to help get back on target

Reduce complexity of current proposal

- What might help the proposed structure better advance compliance and accountability? Streamline and reduce complexity/top heaviness
- Cons: could slow action through unnecessary process

More refined definition around accountability in future iterations of the proposal

- Compared to compliance and accountability in the current structure, how do you feel this is different? Not Much
- How well does the proposed structure advance compliance and accountability? It doesn't
- Data reporting and monitoring: want to see that spelled out clearly. Where is that data coming from?

Greater connection to systems, other related entities

- We are missing an opportunity to look downstream and create strategies to prevent homelessness unless other systems are involved in a meaningful way. Not clear how that happens in this proposal
- Pros: more coordination between jurisdictions

Additional insights:

- Who will shore what works? How will it be integrated into the final product?
- Annual in place of current 10-year plan
- Strong oversight
- Distribute planning and plan approval
- Understanding the model. Unclear in the model, where do counties live? Where do they propose their plans? Where is the regional action plan, where does it come from?

Inputs from Andrew Rowe, via a personal reflection sheet handed out at the meeting:

- Need to streamline and reduce number of people
- Push accountability out to counties and use data to evaluate performance
- Set standards for counties to create results-oriented management systems
- Withhold payments when standards not followed
- Metro Council must take primary responsibility for conducting oversight

Inputs from Sahaan McKelvey, via a personal reflection sheet handed out at the meeting:

- Those making decisions and informing process, policy and direction can not also be the ones providing accountability.

Written Inputs: Virtual Group

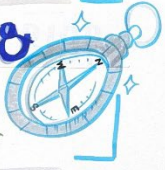
The following notes were captured by virtual work group attendees, and emailed to Metro at the end of the meeting. All content is their verbatim inputs. Emphases and commentary theirs.

- QUESTIONS:

- Where are counties in the new flow chart?
 - Policy Advisory Committee is where counties provide input/direction for governance
- Counties bring forward their annual plans/LIPs
- Regional action plan: priorities set, outcomes set
 - Counties update their LIP to come into compliance with the regional action plan
 - County Budget would be submitted to metro to show how it ties back to the regional plan and to identified outcomes
 - TAC would have recommendations
 - PAC (with electeds)
- MELISSA: concerned about the TAC being an afterthought – would it provide meaningful input; concerned the PAC is primarily elected officials, are they holding themselves accountable to this progress
- Metro: TAC would have a large role in putting forward policy options and a role in setting priorities for regional plan
- DATA, REPORTING and MONITORING
 - Monitoring: Metro's role as funder, currently being negotiated (SHS Division Director Ysenia Delgado)
 - Data & Reporting: contractors report up to Counties, Counties report up to Metro; new data sharing agreement in place so Metro can pull reports directly;
 - Cadence to be determined
- AUDITS & EVALUATIONS
 - Metro auditor; other independent evaluations by external consultant
- Tri-county planning body is dissolved and moves over to the TAC

INFORMED PLANNING & PRIORITIZATION

Prioritizing limited resources in line with clear values and goals, incorporating the broader context




PROMPTS

- How well does the proposed structure advance informed planning and prioritization?
- What might help this structure better advance informed planning and prioritization?
- Compared to planning and prioritization in the current structure, how do you feel this is different?

Handwritten sticky notes include:
 - "The structure is critical to the success of the organization."
 - "This structure will help us to better understand the needs of our community."
 - "We need to make sure that we are taking into account the needs of all stakeholders."
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EFFECTIVE EVALUATION & TRANSPARENCY

Clear metrics, tracking and monitoring, reporting, and transparency with the public



PROMPTS

- How well does the proposed structure advance effective evaluation & transparency?
- What might help this structure better advance effective evaluation & transparency?
- Compared to evaluation & transparency in the current structure, how do you feel this is different?

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COMPLIANCE & ACCOUNTABILITY

The ability to fix what needs fixing- and uplift what works

PROMPTS

- How well does the proposed structure advance compliance and accountability?
- What might help this structure better advance compliance and accountability?
- Compared to compliance and accountability in the current structure, how do you feel this is different?