

**Minutes of the Board of Commissioners
Multnomah Building, Board Room 100
501 SE Hawthorne Blvd., Portland, Oregon
Tuesday, October 30, 2018**

BOARD BRIEFING

Chair Deborah Kafoury called the meeting to order at 10:05 a.m. Vice-Chair Lori Stegmann and Commissioners Jessica Vega Pederson and Sharon Meiran present. Loretta Smith arrived at 10:21 am.

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

B.1 Briefing on Workforce Equity Consultant Recommendations. Presenters: Chair Deborah Kafoury, Paul Hudson, Fran Jemmott, Professor John A. Powell (by teleconference), Marissa Madrigal, Kory Murphy, Holly Calhoun, Travis Graves, Aimeera Flint, Raymond de Silva, and Percy Winters Jr.

Chair Kafoury: GOOD MORNING. GOOD MORNING, EVERYONE. THANK YOU FOR COMING TODAY. THIS IS REALLY AN EXCITING DAY. I WANTED TO KICK OFF REMARKS BEFORE WE CALL UP OUR CONSULTANT TEAM. WE HAVE JOHN POWELL ON THE PHONE. IF YOU HEAR VOICE ON HIGH. I'M REALLY EXCITED THAT WE ARE HERE TODAY TO HEAR THE ANALYSIS AND RECOMMENDATIONS FROM THE JEMMOTT ROLLINS TEAM. IT'S TIME FOR TRANSFORMATION AT MULTNOMAH COUNTY. WE HAVE BEEN TAKING IMPORTANT STEPS BUT I CONSIDER TODAY A MILESTONE. AS WE DISCUSSED THE KIND OF SYSTEMATIC CHANGES THAT WILL ENABLE US TO BUILD A STRONGER, MORE JUST FOUNDATION FOR THE COUNTY AND FOR THE COMMUNITY WE SERVE. A LITTLE OVER A YEAR AGO WE WERE GATHERED HERE IN THIS SAME BOARDROOM AND SOMETHING VERY POWERFUL HAPPENED. EMPLOYEES FROM DEPARTMENTS ACROSS THE COUNTY CAME BEFORE THE BOARD OF COUNTY COMMISSIONERS TO SHARE THEIR PERSONAL EXPERIENCES WITH RACISM AND OTHER FORMS OF DISCRIMINATION IN THE WORKPLACE. NO ONE PRESENT COULD RECALL ANOTHER TIME IN MULTNOMAH COUNTY'S 164-YEAR HISTORY THAT EMPLOYEE CONCERNS WERE SO OPENLY AND CRITICALLY DISCUSSED. THERE WAS TREMENDOUS PAIN AND SADNESS IN THE ROOM THAT DAY.

THERE WAS ALSO TREMENDOUS COURAGE AND MORE SURPRISINGLY THERE WAS HOPE. HOPE THAT WE WOULD NOT ONLY LISTEN BUT THAT WE WOULD TAKE REAL ACTION. AT THAT TIME WE COMMITTED TO AND HAVE TAKEN THREE IMPORTANT STEPS. WE ELEVATED OUR PROTECTIVE CLASS COMPLAINTS TO OUR CHIEF OPERATING OFFICER MARISSA MADRIGAL TO HELP RESPOND IN A COMPASSIONATE, TIMELY AND COMPREHENSIVE MANNER. SECOND IN APRIL THE BOARD ADOPTED THE COUNTY-WIDE WORK

FORCE STRATEGIC PLAN TO ESTABLISH MINIMUM STANDARDS, TIMELINES AND METRICS GUIDING EACH OF THE DEPARTMENTS AS THEY BEGAN DEVELOPING IMPLEMENTATION PLANS THIS FALL. FINALLY, WE HIRED A TEAM OF NATIONAL EXPERTS TO EXAMINE AND PROVIDE RECOMMENDATIONS FOR LARGER SYSTEMIC AND STRUCTURAL CHANGE. TODAY WE WILL HEAR THEIR CRITICAL INSIGHT THAT WILL HELP US MORE EFFECTIVELY TRANSLATE OUR VALUES INTO PRACTICE. I WANT TO EXPRESS MY THANKS AGAIN TO THE MANY, MANY MULTNOMAH COUNTY STAFF WHO HAVE SHARED THEIR STORIES AND CONCERNS TO ME AND TO OTHERS IN THE ORGANIZATION. I'M VERY GRATEFUL TO ALL THE EMPLOYEES WHO PARTICIPATED IN INTERVIEWS, FOCUS GROUPS, SPENT COUNTLESS HOURS BRINGING YOUR PASSION, YOUR SKILL, AND YOUR LIVED EXPERIENCE TO THIS REPORT. TODAY WE'RE GOING TO HEAR FIRST FROM MULTNOMAH COUNTY'S COO, MARISSA MADRIGAL TO PROVIDE BACKGROUND ON THE CONSULTANT PROCESS AND SELECTION. THEN THE ERG TEAM WILL PRESENT RECOMMENDATIONS SECTION BY SECTION PROVIDING TIME AT THE END OF EACH SECTION FOR QUESTIONS. WE'LL HEAR FROM EMPLOYEES WHO WORKED WITH THE CONSULTANTS PROVIDING INPUT AND FEEDBACK AND FINALLY WE'LL HEAR ABOUT POTENTIAL NEXT STEPS FROM MARISSA AND CLOSING COMMENTS FROM OUR CONSULTANTS. I TURN IT OVER TO YOU, MARISSA. I WANT TO THANK YOU FOR YOUR PERSONAL COMMITMENT TO THIS WORK.

Marissa Madrigal: THANK YOU, CHAIR. I'M MARISSA MADRIGAL, CHIEF OPERATING OFFICER. I WANT TO JUST REVIEW THE PROCESS FOR SELECTION FOR THE CONSULTING BEFORE WE GET INTO THE REPORT. JUST OVER A YEAR AGO WAS CHARGED WITH THE RESPONSIBILITY TO HIRE CONSULTANT TO EXAMINE HOW AND WHY MULTNOMAH COUNTY'S POLICIES, PRACTICES AND STRUCTURE WERE NEGATIVELY IMPACTING EMPLOYEES OF COLOR AND EMPLOYEES IN OTHER PROTECTED CLASSES. THE ROLE WAS TO ELEVATE OPPORTUNITY FOR IMPROVEMENT AND PROVIDE THE COUNTY WITH THOROUGH UNDERSTANDING EVER THE ROOT CAUSES OF NEGATIVE IMPACT. MULTNOMAH COUNTY CONDUCTED A REQUEST FOR PROR ALWAYS AND CEVICHE LETTED JEMMOTT ROLLINS. THE SCOPE OF THE CONTRACT WAS, I'M GOING TO QUOTE DIRECTLY FROM THE CONTRACT, A REVIEW AND ANALYSIS OF COUNTY H.R. POLICIES AND PRACTICES TO IDENTIFY WHERE COUNTY POLICIES AND PRACTICE MAY SUPPORT OR FURTHER INSTITUTIONAL RACISM, OPPRESSION OR CREATE UNJUST BARRIERS TO HIRING, RETENTION, DEVELOPMENT OR PROTECTION OF EMPLOYEES IN PROTECTED CLASSES.

SPECIFICALLY IT INCLUDED POLICIES AND PRACTICES AROUND RECRUITMENT, HIRING, RETENTION, PERFORMANCE MANAGEMENT AND ACCOUNTABILITY FOR EMPLOYEES AND CAREER DEVELOPMENT AND TERMINATION. THE COMPLAINT AND INVESTIGATION PROCESS, THE COUNTY'S H.R. STRUCTURE AND ROLE OF ODE, AND IT'S RELATIONSHIP TO H.R., IN EARLY FEBRUARY WE SELECTED JEMMOTT ROLLINS AND BEGAN A

MONTHS LONG DEEP DIVE INTO THE STRUCTURE AND MECHANISMS WITH THE HELP OF CURRENT AND FORMER EMPLOYEES WHO TOOK TIME TO SPEAK TO CONSULTANTS AND COUNCIL OF STAKEHOLDERS WHO SHARED A VISION OF A MULTNOMAH COUNTY THAT EMBODIES SAFETY, TRUST, AND BELONGING. IT'S MY HONOR TO INTRODUCE OUR E1250E78D CONSULTANTS TATE. FRAN JEMMOTT, PRINCIPAL AND CEO OF GEM NOT RECALL LINS. PROFESSOR JOHN POWELL, DIRECTOR FOR A FAIR AND INCLUSIVE SOCIETY AT U.C.-BERMLY JOINING US BY PHONE. LEAD AUTHOR OF THE EQUITY AND EMPOWERMENT LENS WHICH IS THE FOUNDATION FOR THIS WORK. I FEEL SO FORTUNATE TO HAVE HER STILL WITH US WORKING WITH US. PAUL HUDSON, CONSULTANT AND FORMER CHAIRMAN AND CEO OF BROADWAY FEDERAL BANK. PLEASE WELCOME OUR CONSULTANTS.

Fran Jemmott: YOU MAY START -- YOU'RE IN MY HEAD IN A NEW WAY TODAY.

John Powell: I HOPE IT'S A GOOD WAY. GOOD MORNING, EVERYONE. I APOLOGIZE FOR NOT BEING ABLE TO BE THERE TODAY. I WAS ACTUALLY THERE YESTERDAY FOR A LITTLE BIT. I JUST WANT TO SAY THAT I KNOW THIS I'M GOING TO MAKE A FEW COMMENTS FRAMING IT AND TURN IT BACK OVER TO FRAN. SO THIS HAS ACTUALLY BEEN IMPORTANT AND I KNOW A DIFFICULT PROCESS. I'M AN ORGANIZATION CALLED UPON TO ACKNOWLEDGE ITS SHORTCOMINGS AS WELL AS MAT MIGRATION IT'S ALMOST NEVER EASY. THIS IS ESPECIALLY TRUE TODAY. I AM WORKING WITH MY STAFF THIS MORNING TO GET OUT A BLOG ON THE RECENT VIOLENCE AROUND THE COUNTRY FROM THE GROCERY STORE TO THE PIPE BOMBS TO WHAT HAPPENED AT THE SYNAGOGUE. I ONLY MENTION THAT BECAUSE I THINK THIS LARGER CONTEXT, THE CONTEXT THAT AFFECTS ALL OF US, BUT ESPECIALLY THOSE WHO ARE IN GOVERNMENT AND THOSE WHO ARE CHARGED WITH TRYING TO CREATE A SPACE FOR ALL OF US.

SO WHAT YOU ASKED US TO DO AS CONSULTANTS TO HELP YOU THINK ABOUT -- HELP YOU COME UP WITH RECOMMENDATIONS THAT COULD MOVE YOU FORWARD. IT'S SOMETHING THAT I'M VERY PROUD TO BE A PART OF, PROUD OF THE TEAM THAT WE'RE PART OF. STAFF HAS COME OUT, NOT ALL OF IT IS IN THE REPORT, THE REPORT IS ALREADY LONG, IT WOULD BE LONGER STILL. BUT THE ASPIRATIONS AND THE WORK THAT YOU'VE ALREADY DONE WHICH SOMETIMES YOU PROBABLY DON'T FEEL LIKE YOU'VE DONE MUCH. YOU'VE DONE A GREAT DEAL. YOU STILL HAVE A LONG WAY TO GO AND IN MANY WAYS YOU'RE A BEACON FOR OUR COUNTRY. IN TERMS OF WORKING ON THE REPORT ONE OF THE THINGS THAT IS STANDARD, YOU LOOK AT BEST PRACTICES, LOOK AT YOUR PEERS, SEE WHAT OTHERS ARE DOING. THE REALITY IS, THIS MAY BE DISAPPOINTING TO SOME, SURPRISING TO OTHERS, YOU ACTUALLY DON'T HAVE MANY PEERS. YOU'RE CLOSE TO THE FRONT OF THE PACK. WHAT YOU'RE TRYING TO DO IS HARD AND YET EXTREMELY IMPORTANT. SOME OF YOU MAY KNOW I WAS INVOLVED IN EQUITY WORK IN THE EARLY '90S WHEN IT WAS JUST STARTING. PEOPLE TRIPPED OVER IT.

THEY THOUGHT YOU WERE BUYING A HOUSE. NOW IT'S A COMMON WORD THAT'S BEING USED THROUGHOUT THE COUNTRY. WE ARE DEALING WITH ISSUES OF BELONGING, ISSUES OF RACE. 0% I HAVE OFTEN SAID THIS WORK IS NOT ROCKET SCIENCE. IT'S MUCH HARDER THAN ROCKET SCIENCE AND MUCH MORE IMPORTANT. IF MULTNOMAH COUNTY AND THE COUNTRY IS GOING TO REALLY COME TOGETHER IT'S NOT GOING TO BE BECAUSE I WORK WITH GROUPS LIKE GOOGLE. NOT BECAUSE THERE'S A NEW I-WATCH, IPHONE, IT'S BECAUSE PEOPLE COME TOGETHER AND CREATE STRUCTURES AND SPACE, CULTURES, OPPORTUNITY TO WORK TOGETHER. DIFFERENT PEOPLE, PEOPLE WHO HAVE DIFFERENT RELIGIONS, DIFFERENT RACES, DIFFERENT SEXUAL ORIENTATION, DIFFERENT ABILITIES. THAT'S THE PATH THAT YOU'RE ON. I'M WELL AWARE THAT WHAT GATHERED US HERE WAS A SERIES OF CRISES. LET'S LOOK AT OURSELVES. ONE OF THE LENSES THAT WE USE IS TARGETING -- WE'LL TALK MORE ABOUT THAT LATER. SOME OF YOU ARE PROBABLY NOT FAMILIAR WILLIAM THAT CONCEPT AND WONDER WHY I'M TALKING ABOUT THAT.

John Powell: TWO THINGS. ONE, IF YOU WERE IN THE EARLY '90S AND WE SAID EQUITY WE WOULD HAVE A SIMILAR RESPONSE. LEGITIMATE RESPONSE. WHAT DOES THAT REALLY MEAN? HOW DOES IT HELP IN TERMS OF THIS PROCESS? VERY SIMPLY, TO STATE, HARD TO GRASP ALL THE IMPLICATIONS OF IT, THE IDEA THAT YOU HAVE UNIVERSAL GOALS. YOU HAVE GOALS THAT YOU SHARE. VALUES YOU SHARE. EVEN THOUGH YOU'RE VERY DIFFERENT. BUT BECAUSE YOU'RE VERY DIFFERENT AND SITUATED DIFFERENTLY WITHIN CULTURE, ORGANIZATION, HISTORY, THE WAY YOU GET THERE WOULD BE TARGETED. AND IT MEANS TRYING TO MOVE EVERYONE TO THAT UNIVERSAL GOAL WHICH MEANS YOU HAVE TO STATE WHAT THAT GOAL IS. SOMETIMES PEOPLE WILL SAY, ARE WE NOT DEALING WITH RACE, NOT DEALING WITH HARD ISSUES? THE ANSWER FROM MY PERSPECTIVE THE BEST WAY TO DEAL WITH THEM BUT IT'S NOT EXCLUDING OTHER ISSUES. IT'S FOCUSED ON RACE, ON THINGS AT THE TABLE BUT ACKNOWLEDGING THERE ARE OTHER THINGS INVOLVED. MY TIME IS ALMOST UP. SO I WANT TO SUGGEST THAT THIS IS NOT THE END. THIS IS A CONTINUATION OF A PROCESS THAT YOU STARTED YEARS AGO. IF IT'S GOING TO BE -- PEOPLE COMING TOGETHER, PEOPLE TO RETHINK MANY OF THE RECOMMENDATIONS AND CONTINUE TO LEARN. SO I WANT TO AGAIN THANK THE COMMISSIONERS, THANK THE STAFF, MARISSA AND KIM, ALSO THE MANY OTHER PEOPLE, THANK THE COMMUNITY. I ACKNOWLEDGE THIS IS A HARD JOURNEY, BUT IT'S A CRITICALLY IMPORTANT JOURNEY. I HOPE THE REPORT WILL HELP YOU AS YOU PROCEED ON THIS JOURNEY.

Chair Kafoury: THANK YOU.

Fran Jemmott: THANK YOU, PAUL. ARE YOU GOING TO START? OKAY. THANK YOU, JOHN. I WANT TO ADD MY APPRECIATION TO THE REMARKS THIS MORNING. I'M FRAN JEMMOTT. I'M THE CEO OF JEMMOTT RAWLINS GROUP. SITTING BESIDE ME PAUL HUDSON, HUDSON AND HOLLINS. JOHN POWELL

FROM THE UC BERKELEY INSTITUTE, AND OUR WORK TOGETHER WAS ENORMOUS. IT WAS A BROAD UNDERTAKING WITH MANY CHALLENGES. IT WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE COOPERATION OF THE CHAIR AND HER STAFF, THE COO, AND HER TEAM. AND THE MANY PEOPLE WHO VOLUNTEERED FOR INTERVIEWS TO GIVE US INFORMATION AND THOSE WHO SERVED ON THE ADVISORY COUNCIL. I WOULD LIKE TO DESCRIBE A LITTLE BIT ABOUT OUR METHODOLOGY. IT SPEAKS TO WHO WE ARE AS PEOPLE, WHAT IT MEANS TO ME TO BE AN AFRICAN-AMERICAN WOMAN HEADING A MINORITY OWNED BUSINESS. THE CHILD OF AN IMMIGRANT AND THE PARENT AND GRANDPARENT OF AMAZING YOUNG PEOPLE WHO STILL FACE ENORMOUS CHALLENGES IN THE WORLD IN THEIR WORK AND IN THEIR COMMUNITIES THAT FOLKS MY AGE THOUGHT WE HAD PUT TO REST.

Paul Hudson: SO COMING TO MULTNOMAH COUNTY I COME WITH THE COMMITMENT TO SERVE AND DO WHAT A CONTRACT CALLS FOR US TO ACCOMPLISH IN A CERTAIN AMOUNT OF TIME. BUT I ALSO UNDERSTAND THAT I COME SOMETIMES AS A ROLE MODEL FOR OTHERS, SOMETIMES AS A TRUSTED PERSON BECAUSE WE NOT ONLY LOOK AT DATA BUT WE LOOK AT THE STORIES THAT COMPRISE THE DATA. DATA IN AND OF ITSELF TELLS ONE STORY IF WE DON'T LOOK CAREFULLY AT THE VERBAL AND NONVERBAL COMMUNICATION THAT CONTRIBUTES TO DATA WE OFTEN MISS A COMPLETE PICTURE. SO OURS WAS AN EFFORT TO BRING AN EMPOWERMENT MODEL OF TECHNICAL ASSISTANCE TO THIS WORK. BY EMPOWERMENT, WE RELY ON WHAT JOHN ALLUDED TO IS TALKING TO THE PEOPLE MOST CONCERNED. NOT JUST THOSE WHO HAVE THE RESPONSIBILITY TO MANAGE THE CHALLENGES, WE WANTED TO TALK TO PEOPLE WHO ARE MOST AFFECTED BY THOSE CHALLENGES AND PARTICULARLY TO THOSE WHO SEE THEMSELVES AS MAKING A CONTRIBUTION AND CONTRIBUTING IN A WAY THAT GAVE US GREAT HOPE THAT THERE'S LEADERSHIP THROUGHOUT THIS ORGANIZATION. IT SIMPLY DOES NOT EXIST ONLY AT THE TOP.

SO WE WERE VERY PLEASED TO WORK WITH AN ADVISORY COUNCIL THAT'S ALREADY BEEN MENTIONED AND HAS CONTRIBUTED GREATLY TO THE REPORT. WE BEGAN BY READING VOLUMES OF INFORMATION ABOUT THE AREAS OF CONCERN THAT ARE MENTIONED IN THE REPORT. WE WERE VERY INTERESTED IN ISSUES OF HUMAN RESOURCES, ISSUES OF COMPLAINT MANAGEMENT, ISSUES RELATED TO DIVERSITY AND EQUITY AS IT WERE BEING ADDRESSED IN THE COUNTY. WHAT WE FOUND WAS THAT THERE WERE MANY GAPS. IT ENDED UP BEING KIND OF A GAP ANALYSIS OF WHAT THERE WAS THAT WAS INTENDED AND WHAT WAS ON RECORD AND SPOKE TO PEOPLE'S ASPIRATIONS. IT WAS VERY INSPIRING TO HEAR FROM PEOPLE AND THEN FIND THAT SOME OF WHAT THEY THOUGHT WAS IMPORTANT TO HAVE DIDN'T CURRENTLY EXIST IN TERMS OF STRUCTURAL AND OPERATIONAL MATERIALS. SO WE ATTEMPTED TO WORK TO REPORT ON HOW AND MAKE RECOMMENDATIONS ON HOW WE COULD FILL IN THOSE GAPS. AS I SAID, WE DID INTERNAL AND EXTERNAL DATA REVIEWS AND IN THE FULL

REPORT THAT'S AVAILABLE THROUGH THE COO'S OFFICE THERE'S AN EXTENSIVE BIBLIOGRAPHY OF RESOURCES THAT WE RELIED ON. MOST IMPORTANTLY, I THINK AS I MENTIONED WE HAD THE ADVISORY COUNCIL TO LEARN FROM AND TO GUIDE US. THE METHODOLOGY AND SCOPE BY ITSELF COULD NOT BE ADEQUATELY DESCRIBED. IF WE DESCRIBED IF WE DIDN'T HAVE SOME UNDERSTANDING OF THE ROLE THE ADVISORY PLAYED. I WONDER IF KORY WOULD JOIN ME FOR A MOMENT BECAUSE I THINK IT'S IMPORTANT FOR YOU TO HEAR FROM SOMEONE FROM THE ADVISORY COUNCIL, NOT JUST FROM US, ABOUT THE CRUCIAL ROLE THAT THE VOLUNTEERS AS YOU REFERRED TO THEM WHO GAVE UP HOURS AND HOURS OF TIME. I WOULD GET EMAILS AT MIDNIGHT FROM PEOPLE WHO WANTED US TO HAVE INFORMATION, COMPLETE INFORMATION, DOCUMENTATION, AND I THINK KORY IS AN EXAMPLE. AN EXEMPLARY EXAMPLE OF THE WORK OF THE ADVISORY COUNCIL.

Kory Murphy: I APPRECIATE THAT, FRAN. GOOD MORNING, COMMISSIONERS, GOOD MORNING, CHAIR.

Chair Kafoury: STATE YOUR NAME FOR THE RECORD.

Kory Murphy: KORY MURPHY. THANK YOU. I'M KORY MURPHY. I AM THE DCA EQUITY AND INCLUSION MANAGER. IT IS MY PLEASURE TO SIT HERE WITH PAUL AND FRAN AND THE REST OF THE CONSULTANTS AND JUST AN INCREDIBLE GROUP OF MULTNOMAH COUNTY STAFF WHO DID GIVE THEIR TIME, ENERGY, AND BRAIN POWER, INCREDIBLE BRAIN POWER, TO INFORM THIS PROCESS. SO I JUST WANT TO SAY THAT ALTHOUGH I'M SITTING HERE BEFORE YOU ALL, THERE'S 15 OTHER FOLKS THAT REALLY COULD SIT HERE AS WELL AND SHARE THEIR OWN PERSPECTIVES. THREE THINGS COME TO MIND THROUGH THE PROCESS IS THAT WE HAD TO WORK THROUGH A LOT OF AMBIGUITY, AND THE REASON WHY I'M SHARING THESE THREE BECAUSE I THINK THESE ARE THREE ITEMS THAT WE ARE GOING TO HAVE TO CONTINUE TO PRACTICE. AGAIN, WORKING THROUGH A LITTLE BIT OF AMBIGUITY. FOR EXAMPLE, WHO OWNS THESE RECOMMENDATIONS. IT WAS A CHALLENGING CONVERSATION BECAUSE THE TRUTH IS THAT WE ALL DO.

BUT TRYING TO FIGURE OUT WHOSE VOICE WAS SAYING WHAT WAS A CHALLENGE SOMETIMES. ONE OF THE OTHER THINGS THAT COMES TO MIND IS WE HAD TO PRACTICE OPEN AND HONEST COMMUNICATION, AND SOMETIMES IT WAS TOUGH. SOMETIMES, YOU KNOW, TWO PEOPLE YOU WOULD EXPECT HAVE THE SAME PERSPECTIVES ACTUALLY DIDN'T, SO WE HAD TO WORK THROUGH THOSE CONVERSATIONS OPENLY AND HONESTLY WITH EACH OTHER, AND EVEN IN THE LARGE GROUP SO THAT WE COULD SORT OF ALLOW EVERYONE TO HEAR WHERE WE'RE COMING FROM. THE THIRD THING, WHICH IS PROBABLY THE MOST CHALLENGING, IS THE TRUST. NOT THE TRUST NECESSARILY WITH EACH OTHER AROUND THE ROOM OR ON THE TABLE, THE TRUST THAT IS THIS GOING TO ACTUALLY HAPPEN. HOPES

AND DREAMS BUT WE'RE STILL DOING THAT. I HONESTLY BELIEVE THAT ALL THIS WORK, MEANING THIS PRODUCT THAT WE'RE LOOKING AT RIGHT NOW, IS AS GOOD AS WE WILL MAKE IT. AND WE HAVE THE OPPORTUNITY TO CREATE A LEARNING CULTURE HERE ALL WHAT THE I THROUGH MULTNOMAH COUNTY THAT EMPHASIZES HIGH SAFETY AND HIGH PRODUCTIVITY, THAT PEOPLE HAVE A CULTURE THAT THEY FEEL SAFE, THEY ACTUALLY DO EXPERIENCE TRUST IN OUR WORK FORCE, ACTUALLY DEMONSTRATES A SENSE OF BELONGING. THE OTHER THING IS THAT WE COULD HAVE BETTER MANAGERS THROUGH THIS PROCESS THAT WE COULD ACTUALLY BUILD UP AND DEVELOP OUR MANAGERS THROUGH THIS PROCESS. LASTLY VERY EXCITING THE LONG RAGE, BROAD ACCOUNTABILITY FOR THE WORK FORCE EQUITY STRATEGIC PLAN IMPLEMENTATION WHICH AGAIN BUILDS THE STRUCTURES THAT WE NEED FOR THIS WORK TO EXIST TEN YEARS, 15, 20 YEARS FROM NOW. I JUST WANT TO SAY THAT I REALLY APPRECIATED THE EXPERIENCE WITH THE FOLKS ON THIS TEAM BUT MOST OF ALL THE WAY THAT FRAN AND PAUL AND THE TEAM REALLY HELD US IN THAT ROOM AND MADE US SORT OF LOOK AT EACH OTHER AND REALIZE THAT THIS WORK IS ABOUT US, NOT NECESSARILY OF THE CONSULTANTS THAT COME AND HELP US. SO THANK YOU FOR YOUR TIME. THAT'S ALL I HAVE TO SAY FOR NOW.

Commissioner Smith: MADAME CHAIR, I WANT TO ASK KORY A QUESTION. THANK YOU SO MUCH FOR PARTICIPATING IN THIS. THIS IS A VERY EMOTIONAL ACTION SENSITIVE SUBJECT THAT I THINK MANY HAVE BEEN WAITING FOR THESE RECOMMENDATIONS. WHEN YOU TALK ABOUT HAVING OPEN AND HONEST CONVERSATION I'M LOOKING AROUND THE ROOM, AND I SEE A LOT OF FOLKS WHO ARE ANXIOUS. I SEE FOLKS WHO HAVE CALLED ME IN THE PAST WEEK, AND I HAVE TO BE HONEST WITH YOU TODAY BECAUSE I WANT US TO BE SERIOUS ABOUT THIS. WE'RE HAVING THIS CONVERSATION ON A TUESDAY INSTEAD OF A THURSDAY. SO THERE IS NO WAY FOR ME -- YOU ASKED ABOUT WHO THE RECOMMENDATIONS BELONG TO. DO YOU REMEMBER THE MEETING THAT WE HAD THIS PAST SEPTEMBER?

Kory Smith: ABSOLUTELY I DO.

Commissioner Smith: I ADDED AN AMENDMENT TO THE WORK FORCE EQUITY SAYING THAT WE NEED TO IDENTIFY SOME RECOMMENDATIONS FROM THIS REPORT TO BE INCLUDED IN THE OVER ALL WORK FORCE EQUITY REPORT.

Kory Smith: YES.

Commissioner Smith: BY US HAVING THIS CONVERSATION TODAY, I CAN'T DO THAT. I CAN'T SAY RECOMMENDATION NUMBER 8, LET'S INCLUDE THAT INTO THE WORK FORCE EQUITY BECAUSE WE WERE NOT ALLOWED TO HAVE THAT CONVERSATION ON A THURSDAY. SO IF YOU REALLY WANT TO TALK ABOUT TRUE, OPEN AND HONEST COMMUNICATION YOU HAVE TO IDENTIFY WHAT DOES THAT LOOK LIKE? WHAT DOES -- INSTITUTIONAL INFRAEXTRACT YOU'RE

RACISM LOOK LIKE. IT LOOKS LIKE THIS THIS MORNING. OKAY? WE'RE NOT HAVING THIS CONVERSATION WITH ALL THESE PEOPLE WHERE THEY COULD GET UP AND TALK LIKE THEY DID BEFORE. IT WAS DELIBERATELY PUT ON A TUESDAY. NOT A THURSDAY. SO I'M NOT FEELING LIKE THIS IS VERY OPEN AND HONEST. I HEAR WHAT YOU'RE SAYING BY YOU ALL GOING THROUGH THE PROCESS AND THE MECHANICS, THAT WAS OPEN AND HONEST. BUT PUTTING OUT THESE RECOMMENDATIONS IS NOT OPEN AND HONEST BECAUSE NOT ONE PERSON IN HERE CAN RESPOND. I APPRECIATE THE WORK THAT THE CONSULTANTS HAVE DONE. YOU HAVE PUT IN THE WORK. YOU WERE GIVEN A LIMITED SCOPE, AND I WANTED TO PUT THAT ON THE RECORD. YOUR SCOPE WAS LIMITED. SOME OF THE THINGS YOU WANTED TO DO AND SOME OF THE THINGS THAT YOU HEARD ABOUT IN THESE CONVERSATIONS YOU CAN'T ADDRESS BECAUSE THAT WASN'T PART OF YOUR SCOPE. SO FOR ME, I WANT TO MAINTAIN THAT WE TAKE THIS CONVERSATION TO A THURSDAY SO THAT PEOPLE CAN TALK. YOU ARE JUST MAKING IT A ONE-WAY STREET.

Commissioner Smith: AND WHEN YOU TRY TO SAY THAT IT'S OPEN AND HONEST, IT'S ONLY OPEN AND HONEST IF THE OTHER SIDE OF THE STREET CAN GO DOWN TOO. IF ONLY ONE SIDE OF THE STREET IS US GETTING THE RECOMMENDATIONS, NO ONE ELSE RESPONDING TO THEM OR EVEN ADDRESSING ANY OTHER ISSUES, SO I'M GOOD WITH THIS BECAUSE THIS IS HISTORICALLY WHAT WE HAVE DONE BEFORE. WE HAVE CREATED THESE BIG RECOMMENDATIONS AND WE PUT THEM UP ON THE SHELF. WE DID THAT BAKE IN 2018. WE STARTED THAT BACK IN 2017 AND THEY ARE UP THERE. SO THERE'S NO TEETH TO THIS. THIS IS NOT A PART OF OUR WORK FORCE EQUITY. I CAN'T SAY I LIKE THAT. THAT'S GREAT. CAN I PUT THAT -- CAN'T DO IT. SO THIS IS NOT OPEN AND HONEST. WHEN YOU TALK ABOUT THAT I WANT TO BE VERY CLEAR THAT I SUPPORTED THIS EFFORT AND WHERE THIS EFFORT CAME FROM. THIS CAME FROM WHERE TRISHA TOLMAN FELT THAT SHE WAS BEING RETALIATED AGAINST FOR SOME REASON AND WE CAME UP WITH SOME WAYS IN WHICH WE COULD ADDRESS THOSE ISSUES, NOT JUST FOR HER BUT OTHER EMPLOYEES. IF IT'S ONLY GOING TO BE IN THIS KIND OF ENVIRONMENT WHERE THE CONSULTANTS JUST REPORT TO US AND THERE'S NO OTHER CONVERSATION, IT REALLY IS A MOOT POINT. I JUST WANT TO SAY I'M NOT GETTING ON YOU, I'M JUST TALKING ABOUT THE INFRASTRUCTURE AND HOW IT'S SET UP.

Kory Murphy: I APPRECIATE YOUR COMMENTS, AND I DON'T TAKE IT THAT YOU'RE HITTING ON ME. HOWEVER, I WAS ASKED TO SPEAK ABOUT MY EXPERIENCE WORKING --

Commissioner Smith: I APPRECIATE WHAT YOU DID AND YOU WERE HONEST AND OPEN ABOUT PARTICIPATING. BUT WHAT I'M SAYING TODAY IS WE HAVE THIS CONVERSATION, WE HAVE ALL THESE PEOPLE HERE WHO HAVE SOME CONVERSATIONS WHO I THINK WANT TO SAY SOMETHING AND THEY CAN'T BECAUSE IT'S NOT IN A BOARD MEETING.

Kory Murphy: I UNDERSTAND THAT POINT AND AGAIN --

Chair Kafoury: KORY? I'LL ADDRESS THAT. I THINK THIS IS -- I WOULD BEG TO DIFFER. I THINK THIS IS AN OPEN AND HONEST CONVERSATION. I WOULD SAY THAT THIS IS A CHANCE FOR THE CONSULTANTS TO PRESENT THE RECOMMENDATIONS. WE ALL VOTED THAT WE WOULD HAVE AN OPPORTUNITY FOR THE RECOMMENDATIONS THAT COME OUT OF HERE TO BE IMPLEMENTED INTO THE WEST. IF YOU READ THE DOCUMENT YOU WILL SEE THAT IS PART OF THE PLAN MOVING FORWARD. THAT WILL HAPPEN WITHIN 30 DAYS. THERE'S A BOARD MEETING SCHEDULED ON A THURSDAY FOR THAT OPPORTUNITY, SO I THINK THIS IS AN OPPORTUNITY FOR PEOPLE TO LISTEN TO THE CONSULTANTS TALK ABOUT THEIR REPORT. THIS IS AN OPPORTUNITY FOR THE MEMBERS OF THE ADVISORY COMMITTEE WHO HAVE SPENT A LONG, LONG TIME WORKING ON IT TO COME FORWARD AND TALK ABOUT THEIR EXPERIENCES, AND IT'S A CHANCE FOR US TO LOOK AT THESE RECOMMENDATIONS AND PUT A PLAN TOGETHER ABOUT WHICH ARE THE RECOMMENDATIONS THAT ARE GOING TO BE IMPLEMENTED IMMEDIATELY, WHICH ARE GOING TO GO FORWARD AS PART OF THE 2020 BUDGET, AND THOSE VOTES WILL OCCUR THROUGHOUT.

Chair Kafoury: THIS IS GOING TO BE A LONG PROCESS. YOU CAN SEE FROM THIS DOCUMENT, THIS IS JUST THE RECOMMENDATIONS. THIS ISN'T THE FULL PLAN. THERE IS A LOT HERE. SO IT'S IMPORTANT FOR US TO BE THOUGHTFUL, TO BE SERIOUS, AND TO BE INTENTIONAL ABOUT HOW WE MOVE FORWARD WITH THESE RECOMMENDATIONS. THIS IS NOT A PLAN OF ACTION. THIS IS SOME RECOMMENDATIONS THAT NEED TO BE DEVELOPED INTO A PLAN, WHICH IS GOING TO HAPPEN. WE HAVE 30 DAYS TO COME BACK TO TALK ABOUT HOW SOME OF THESE ARE IMPLEMENTED IMMEDIATELY AND SOME OF IT WILL BE DONE DURING THE 2020 BUDGET AS WE VOTE ON -- THIS IS NOT JUST A WONDERFUL PLAN. THERE'S A COST ASSOCIATED WITH DOING THE RIGHT THING AND WE'RE COMMITTED TO DOING THAT AS WELL.

Commissioner Smith: EM. MADAME CHAIR, I AGREE WITH YOU, THERE IS A COST FOR DOING THE RIGHT THING. I KNOW THAT ALL SO WELL. THE PROBLEM IS WE'RE DOING BUSINESS AS USUAL. YOU WANT FOLKS IN THIS ROOM TO JUST LISTEN. YOU DON'T WANT THEM TO SAY ANYTHING. YOU DON'T WANT THEM TO COMMENT BACK ON WHAT THEY SEE THE RECOMMENDATIONS ARE BECAUSE THEY MAY SEE SOME RECOMMENDATIONS THEY DON'T AGREE WITH AND THEY DON'T HAVE A FORMAT. UNLESS WE ARE GOING TO OPEN THIS UP AND ALLOW FOLKS TO SPEAK, YOU CAN'T TALK TO ME ABOUT OPEN AND HONEST BECAUSE THIS IS ONE-SIDED. IT'S ON THE MANAGEMENT SIDE. WE NEED TO GIVE PEOPLE AN OPPORTUNITY TO TALK BEFORE WE DO THE RECOMMENDATIONS. WE DON'T DO THE RECOMMENDATIONS AND BRING THEM OUT IN 30 DAYS AND VOTE ON THEM. WE BRING OUT THE RECOMMENDATIONS, LET THE FOLKS SAY WHAT THEY WANT TO SAY, AND

THEN WE COME UP WITH RECOMMENDATIONS. SO FOR ME THIS IS BUSINESS AS USUAL. WE DON'T PUT IT IN THAT BIG PIECE WITH SOME TEETH, AN AMENDMENT THAT WE PASSED THAT DAY THAT I SAID WE NEED TO HAVE A FORMAT IN WHICH -- WE CAN SAY THESE ARE GOING TO BE THE RECOMMENDATIONS, THIS IS WHAT WE'RE GOING TO DO, BUT IF WE DON'T PUT THOSE RECOMMENDATIONS IN THAT WORK FORCE EQUITY DOCUMENT AND WE'RE DOING IT ASIDE ON ANOTHER STREET, THIS IS NOT GOING TO BE HELPFUL FOR THE PEOPLE WHO WE'RE TRYING TO HELP. WE'RE A BOARD OF FIVE WOMEN. WE HEARD A MAJORITY OF WOMEN SPEAK OUT LAST SEPTEMBER ABOUT SOME OF THEIR CONCERNS. IF WE ARE NOT GOING TO BE DOING ANYTHING DIFFERENT THAN WHAT'S BEEN DONE AND IN PAST BOARDS THEN REALLY THIS IS JUST AN EXERCISE THAT'S GOING TO BE PUT IN A BOOK OF RECOMMENDATIONS. WE HAVE NO WAY TO ENFORCE THOSE.

Marissa Madrigal: GOOD MORNING AGAIN, CHAIR, COMMISSIONERS. COMMISSIONER SMITH, JUST WANTED TO PROVIDE YOU WITH SOME INFORMATION. WHEN THE CONSULTANTS FINISH THEIR REPORT TO YOU, THERE'S A LOT OF DETAIL. I WILL BE COMING UP TO LAY OUT MANAGEMENT'S NEXT STEPS IN IMPLEMENTING THE RECOMMENDATIONS SHOULD YOU ACCEPT THEM. THIS IS A LITTLE SPOILER ALERT, BUT THE RECOMMENDATIONS WILL REQUIRE A FULL COURT PRESS, NOT JUST EXECUTIVE ACTION BUT BOARD ACTION, CORPORATE ACTION TO PLAN. I'M PROUD OF THESE RECOMMENDATIONS, ALSO A SPOILER ALERT, AND I'M HERE TO ASSIST YOU IN ANY WAY THAT I CAN TO MAKE THESE A REALITY. I FEEL PERSONALLY COMMITTED. I AM PERSONALLY PROFOUNDLY GRATEFUL TO KORY AND THE OTHER COMMITTEE MEMBERS FOR HAVING THOSE DIFFICULT CONVERSATIONS. YOU KNOW, I -- WE NEED TO EMBRACE THE COMPLEXITY OF THESE TOPICS. THIS ISN'T SOMETHING THAT WE'LL BE ABLE TO, YOU KNOW, ADD A CHECK BOX TO THE WORK FORCE EQUITY STRATEGIC PLAN. THESE ARE PROFOUND CHANGES, TRANSFORMATIVE CHANGES THE CONSULTANTS ARE RECOMMENDING AND WILL REQUIRE INTENTIONALITY COMPARABLE TO I FEEL THE INTENTIONALITY DEMONSTRATED BY OUR EMPLOYEES IN THE ADVISORY COUNCIL AND ONGOING DISCUSSION OVER YEARS. I THINK THE CHAIR USED THE WORD MILESTONE AND THAT'S TRUE. WE'RE HERE TO REPORT, BUT IT'S A MILESTONE ON A VERY LONG PATH. SO BEFORE WE --

Commissioner Smith: MARISSA, WHERE IS KELLY? WE GOT QUESTIONS AT THAT ADVISORY COUNCIL. WE GOT 6500 EMPLOYEES HERE, PEOPLE FELT THE ADVISORY COUNCIL WAS SO LIMITED IN THE SCOPE OF PEOPLE TALKING. I AGREE WITH WHAT YOU'RE SAYING. WHAT I'M DISAGREEING WITH RIGHT NOW IS THAT'S FINE, YOU CAN DO THAT, BUT I'M SAYING THESE PEOPLE WERE HERE. I WANT TO HEAR THEM SAY THEY LIKE THESE RECOMMENDATIONS AND THEY WANT US TO GO FORWARD. THAT'S WHAT I WANT TO HEAR TODAY. I WANT TO HEAR FROM THE PEOPLE WHO IT IMPACTS THAT THEY HAVE AN OPPORTUNITY TO SAY, YEAH, BUT I THINK THEY ARE MISSING THE MARK ON THIS. OR YEAH, THIS IS VERY SUPPORTIVE. THEN I KNOW WHEN YOU BRING IT

IN FRONT OF ME TO VOTE ON, THEN I KNOW THAT THE PEOPLE THAT IT'S IMPACTING ARE REALLY IN SUPPORT OF IT. THIS IS NOT JUST A MANAGEMENT DOCUMENT. I PUSHED FOR THIS. THE ONLY REASON WHY WE HAD THIS IS BECAUSE I PUSHED BECAUSE THE COMMUNITY SAID THEY WANTED SOME SORT OF PUBLIC OPPORTUNITY, AND THIS IS IT. IF THEY DON'T GET A CHANCE TO TALK ONCE THIS IS -- THE RECOMMENDATIONS ARE GIVEN, THEN IT'S THE SAME THING.

Marissa Madrigal: LET ME RESPECTFULLY DISAGREE THAT THIS IS IT. THIS IS ONE MOMENT IN A LONG PATH OF PUBLIC ACTIONS THAT WILL NEED TO BE TAKEN, NEED TO BE VOTED ON AND DEBATED IN THE PUBLIC, IN THE COMMENTS. I BELIEVE THE CHAIR HAS A PLAN TO TRAVERSE THE COUNTY AND SHARE THESE RECOMMENDATIONS AND INVITE FEEDBACK FROM EMPLOYEES. YOU ARE WELCOME TO INVITE THAT FEEDBACK AS WELL. I THINK THE ADVISORY COUNCIL -- I DON'T KNOW IF FRAN PLANS TO TALK ABOUT HOW THAT WAS DEVELOPED, BUT THIS IS A WORKING COUNCIL THAT WENT OFF DRESEARCH, CAME BACK AND WROTE. IT WAS DEVELOPED TO ENSURE REPRESENTATION FROM ALL LEVELS OF THE CALL KINDS OF LIVES AND PROFESSIONAL EXPERIENCE AND ROLES. ALL 6,000 EMPLOYEES WERE NOT ON THE ADVISORY COUNCIL, BUT WE BELIEVE THAT THE INDIVIDUAL THAT WE CHOSE TO REPRESENT THOSE EXPERIENCES DID AN INCREDIBLE JOB OF REPRESENTING THE THOUSANDS OF PEOPLE STANDING BEHIND THEM.

>> AND I APPRECIATE THEIR EFFORTS. I DON'T SEE ON THE LIST OF PRESENTERS FOR TODAY ANYBODY FROM THE EMPLOYEES.

>> THEY ARE ON THE AGENDA. THANK YOU.

Commissioner Smith: THE ISSUE IS -- I'M GOING TO LET IT GO, BUT I JUST HAVE TO TELL YOU, ALL THOSE THINGS THAT YOU'RE TALKING ABOUT, THEY ARE OUTSIDE OF A BOARD MEETING. THEY ARE MEETING IN A CONFERENCE ROOM SAYING THIS. I'M SAYING IN TERMS OF TRANSPARENCY THAT WE NEED TO HAVE A MEETING IN HERE WHERE WE CAN IN REAL TIME HEAR FROM PEOPLE WHO HAD A CHANCE TO LOOK AT THIS. WE JUST GOT THIS DOCUMENT A COUPLE OF DAYS AGO AND WE'RE ASKED TO LOOK AT IT AND HAVE THOUGHTFUL, MEANINGFUL CONVERSATION ABOUT IT JUST ONE WAY, AND THERE'S NO WAY FOR PEOPLE IN HERE IN THIS ROOM -- IF OTHER PEOPLE KNEW THAT THEY COULD SPEAK THIS ROOM WOULD BE LARGER AND WE HAVE A PRETTY LARGE ROOM HERE. I'M JUST SUGGESTING TO YOU IF THOSE FUTURE CONVERSATIONS DON'T INCLUDE A CONVERSATION IN THE BOARDROOM ON A THURSDAY THEN IT'S NOT GOING TO BE MEANINGFUL TO THE 6500. IT MIGHT BE HELPFUL TO THE 17 THAT PARTICIPATED, BUT I CAN GUARANTEE YOU BECAUSE WE HAVE THE EMAILS AND WE HAVE THE CALLS OF PEOPLE WHO ARE CONCERNED THAT THEY DIDN'T GET A CHANCE TO TALK. SO THAT'S ALL I'M SAYING. I GET ALL THE OTHER STUFF THAT YOU'RE GOING TO DO GOING FORWARD. I'M NOT GOING TO BE HERE. I'M JUST TRYING TO SET

THIS UP AND GIVE YOU A DIFFERENT PERSPECTIVE. I DON'T KNOW WHAT OTHER COMMISSIONERS ARE HEARING ABOUT. MOST NATURALLY YOU KNOW THAT I GET A LOT OF CALLS WHO ARE PEOPLE FROM MINORITY COMMUNITIES BECAUSE THEY DON'T WANT TO COME AND TALK ABOUT IT BECAUSE THEY FEEL THAT THEY ARE GOING TO BE RETALIATED AGAINST IF THEY SAY SOMETHING SEPARATE FROM WHAT YOU ALL ARE SUGGESTING. THAT'S ALL I'M SAYING. THIS SHOULD HAVE BEEN ON A THURSDAY WHERE PEOPLE COULD TALK. THAT'S ALL. I KNOW YOU HAVE GREAT PLANS TO ROLL THIS OUT IN A WAY THAT'S REALLY SUPPORTIVE OF YOUR STYLE, BUT IT NEEDS TO BE TRANSPARENT SO PEOPLE CAN SEE IT.

Kory Murphy: MADAME CHAIR, MAY I SAY JUST A FEW THINGS?

Chair Kafoury: I AM REALLY INTERESTED TO HEAR FROM OUR CONSULTANTS. I APPRECIATE YOU HERE AS WELL.

Kory Murphy: I UNDERSTAND.

Commissioner Smith: THAT'S MY POINT EXACTLY.

Kory Murphy: I'M INTERESTED TO HEAR FROM THEM TOO. I JUST HAVE TO SAY AS A PERSON OF COLOR ON THIS PARTICULAR COMMITTEE, AND AS A PERSON WHO HAS VARIOUS RELATIONSHIPS IN THIS ORGANIZATION, I BELIEVE THAT THAT COMMITTEE HEARD THE VOICES OF LAST SEPTEMBER. I BELIEVE THAT WE HEARD THE VOICES OF APRIL. I BELIEVE THAT THE OPPORTUNITY THAT WE HAVE RIGHT NOW CAN AND WILL BE SHAPED BY THE REST OF THE PEOPLE IN THE ORGANIZATION. BUT THIS IS A VERY IMPORTANT BEGINNING. THAT'S -- I DON'T WANT TO LOSE THAT BECAUSE AGAIN, I'M FROM THIS TOWN. I PLAN TO BE IN THIS TOWN. I WANT TO MAKE SURE THAT THIS PARTICULAR WORK STICKS.

Commissioner Smith: I KNOW.

Kory Murphy: THE GROUP THAT'S HERE ALONG WITH THE GROUP THAT WORKED ON IT IS NOT PERFECT, BUT IT WILL BE AS THE PEOPLE, AS YOU SAY, CAN HEAR AND WORK THROUGH IT AND WE CAN WORK IT TOGETHER. THAT'S THE ONLY THING I WANT TO SAY.

Commissioner Smith: IF THEY FEEL DIFFERENTLY THEY WON'T EXPRESS IT BECAUSE THEY WILL FEEL LIKE THEY WILL BE RETALIATED AGAINST BECAUSE THEY ARE NOT AGREEING WITH THE RECOMMENDATION AS DISPLAYED. THAT'S ALL I'M SAYING TO YOU. IF PEOPLE HAVE A SOME SORT OF CONCERN ABOUT THE DIRECTION THAT WE'RE GOING, THEY ARE NOT GOING TO BRING IT UP TO YOU.

Kory Murphy: I BEG TO DIFFER. I'LL LEAVE IT THERE.

Commissioner Smith: OKAY. I'LL GIVE YOU THE LIST OF PEOPLE WHO CALLED ME AND YOU CAN TALK TO THEM PERSONALLY BECAUSE THEY WON'T COME HERE.

Kory Murphy: AGAIN I BEG TO DIFFER. I THINK WE HAVE AN OPPORTUNITY TO MOVE FORWARD.

Commissioner Smith: WE DO HAVE AN OPPORTUNITY TO MOVE FORWARD, KORY. I THINK THIS IS A STEP IN THE RIGHT DIRECTION TO MOVE FORWARD.

Fran Jemmott: THANK YOU. I THINK SPEAKING FOR THE CONSULTANT TEAM, IT WAS IMPORTANT FOR US TO PREPARE THE FINAL REPORT, AND WE IN NO WAY SEE THIS THIS AS THE ENDS OF THE WORK. IT MAY IN FACT BE A BEGINNING OR AN OPPORTUNITY TO PIVOT, AND I SINCERELY HOPE THAT PEOPLE WILL READ IT AND IF THERE ARE COMMENTS AND OBJECTIONS THAT WE WILL GET TO HEAR ABOUT IT. MORE FULLY DISCUSS WHAT WE HAVE. I HAVE EVERY CONFIDENCE THAT THE VOICES THAT WISH TO BE HEARD CAN BE HEARD AND THE RECOMMENDATIONS OF THOSE PEOPLE CAN BE IN SOME WAYS ADDRESSED. IT IS VERY STANDARD FOR US AS CONSULTANTS TO OPERATE WITHIN THE CONSTRAINTS OF THE CONTRACT AND THE AMOUNT OF TIME THE CONTRACT ALLOWS TO COMPLETE THE WORK. AND TO REPORT ON THE WORK AT THE END OF THE CONTRACT, WHICH IS OCTOBER 31ST. BUT I WOULD SAY THAT THE ETHOS OF ALL OF US CONSULTANTS IS THAT I STILL CONSULT WITH CLIENTS FROM TEN YEARS WHO ARE STILL DOING THE WORK THAT WE GOT PAID FOR AND THEY ARE STILL LOOKING FOR SUPPORT, THOUGHT PARTNERSHIP, SOMETIMES TECHNICAL ASSISTANCE AND HANDS-ON. WE'RE NOT CONSULTANTS WHO COME AND DROP A BALL AND LEAVE AND THEN WE DON'T EXPECT TO EVER BE IN TOUCH WITH YOU AGAIN.

IN FACT THAT WOULD BE QUITE SAD FROM MY PERSONAL PERSPECTIVE. SO I WOULD LIKE TO MOVE ON, AND I THINK KORY RAISED A NUMBER OF ISSUES. I WOULD CALL YOUR ATTENTION TO THE LOGIC MODEL THAT IS AT THE END OF THE FULL REPORT. YOU DIDN'T GET IT IN THE CONCISE ONE, BUT IT DOES LAY OUT THE SHORT TERM, INTERMEDIATE RANGE AND LONG TERM WORK THAT WAS DONE AND THE IMPACT WE HOPE IT WILL HAVE ON THE WORK FORCE IN MULTNOMAH COUNTY. SO AGAIN, THIS IS A LONG-TERM PROCESS. SOME OF THE APPROACHES THAT WE USED MAY NEED MORE EXPLANATION. PAUL IS GOING TO WALK US THROUGH ACTUALLY THE IDEAS THAT CAME UP THAT ARE INCORPORATED IN THE DOCUMENT ABOUT THE IMPLEMENTATION OF THE WORK FORCE EQUITY STRATEGIC PLAN, ABOUT STRUCTURAL CHANGES THAT ARE REQUIRED TO STRENGTHEN THE MANAGEMENT AND TO MOVE FORWARD WITH THE PLAN, AND ON THE ROLE OF THE OFFICE OF DIVERSITY AND EQUITY. SO PAUL?

Paul Hudson: GOOD MORNING, CHAIR, COMMISSIONERS. I'M PAUL HUDSON, PART OF THE CONSULTANT TEAM. I'M GOING TO START WITH WHY EVERYBODY IS SAYING THIS IS HARD WORK AND IT'S GOING TO TAKE TIME. JOHN MENTIONED EARLIER ABOUT WE'RE REALLY MOVING IN THIS SPACE FROM JUST AN EQUITY FRAME TO THIS CONCEPT OF TARGETING UNIVERSALISM. THIS IS A SLIDE THAT PEOPLE, ANYONE WHO HAS DONE DIVERSITY OR EQUITY TRAINING HAS SEEN. IT'S THE BEGINNING OF TARGETED UNIVERSALISM. WHAT THE NEXT FOUR SLIDES ARE GOING TO SHOW IS THE LAYERS THAT TARGETED UNIVERSALISM BEGINS TO TALK ABOUT. THE FIRST ARE SOCIAL STRUCTURE IMPEDIMENTS. WE TALK ABOUT RACE AND HOW RACE IMPACTS PEOPLE'S ABILITY TO SEE OVER THIS FENCE. SO I LOOK AT THIS SLIDE AND THERE'S A LOT GOING ON.

Paul Hudson: IT'S NOT ONLY THAT THERE'S THIS FENCE THAT THIS PERSON CAN'T SEE OVER, BUT THERE ARE THESE ADDITIONAL ASPECTS TO THIS PICTURE. FOR EXAMPLE, YOU MAY SAY THAT THIS PERSON IS TALL BECAUSE HE'S OLDER AND THIS IS A BABY. THAT'S NOT ACTUALLY WHAT THIS PICTURE REPRESENTS. THIS PICTURE REPRESENTS PRIVILEGE AND PREFERENCE AFFECTING SIDES. THE FACT THAT YOU CAN SEE THE GAME AND INTERACT WITH THE GAME AND UNDERSTAND THE GAME, CALL THIS THE GAME OF LIFE OR SAFETY, TRUST AND BELONGING, IF YOU CAN'T SEE IT YOU CAN'T BE A PART OF IT. THIS IS MORE THAN JUST -- I CAN'T SEE OVER THE FENCE. THE OTHER THING WHEN EQUITY FIRST COMES INTO PLACE, IT WAS TAKING THIS BOX AND MOVING IT OVER HERE SO THAT EVERYBODY COULD SEE OVER THE FENCE. WHAT TARGETED UNIVERSALISM SAYS IS THAT THAT'S APPROPRIATE BUT THAT'S JUST ONE IMPEDIMENT. IT MAY NOT TAKE INTO ACCOUNT ALL OF THE STRUCTURAL ISSUES OR SOCIAL ISSUES GOING ON IN THIS PICTURE. FOR EXAMPLE, THIS PERSON MAY BE TALL ENOUGH TO SEE OVER THE FENCE BUT MAY NOT BE ABLE TO SEE FOR A VARIETY OF REASONS AND THERE MAY BE ISSUES HE COULDN'T HEAR.

SO IN ADDITION TO BRINGING PEOPLE UP YOU HAVE TO LOOK AT WHERE THEY ARE SITUATED AND WHAT BARRIERS THEY FACE. THE OTHER THING THAT GOES ON IN THIS PICTURE, WHEN YOU TAKE THE BOX AWAY FROM THIS PERSON AND GIVE IT TO THIS PERSON, THIS PERSON TENDS TO GET ANGRY AND DISTRUSTFUL OF THE PROCESS. WHEN YOU PUT HIM IN A TRAINING SESSION THAT SAYS THIS IS WHERE WE ARE AND THIS IS WHERE WE WANT TO GO ALL HE SEES IS I LOST AND THEY GAIN. WHICH IS NOT THE FRAME THAT WE'RE TRYING TO BRING PEOPLE ALONG IN TERMS OF BELONGING. HERE'S ANOTHER ONE R. . THIS IS NOT ACCURATE. THIS PERSON IS LYING ON HIS BELLY AND THIS PERSON ON HIS BACK. SO THAT'S THEIR LEVEL PLAYING FIELD. WHEN THIS PERSON STANDS UP AND SAYS IT'S NOT A LEVEL PLAYING FIELD, THIS GUY IS LAYING ON HIS STOMACH SAYING YES, IT IS. SO STRUCTURES ARE IMPORTANT BUT YOU HAVE TO MANAGE THEM SO EVERYONE HAS AN ABILITY TO PLAY IN THE GAME, UNDERSTAND THE GAME AND PARTICIPATE IN THE GAME. WE'RE NOT TRYING TO ELIMINATE

STRUCTURE BUT MAKE THEM MORE EQUITABLE. THIS IS KIND OF WHAT WE'RE TRYING TO DO. IT'S NOT THE STRUCTURES ARE STILL IN PLACE BUT PEOPLE STILL HAVE EQUITY IN THE PROCESS. IT MAY INCLUDE A STOOL, STANDING ON A HILL. ALL SORTS OF ASPECTS OF TARGETED UNIVERSALISM. THE NEXT SLIDE IS THE HARDEST. IT'S THE MOST DIFFICULT TO DEAL WITH. SO I WANT - - THIS IS THE ONLY PICTURE I HAVE. I WANT TO TAKE OUT THE PROMPTS. IT'S NOT A PICTURE. THIS GUY IS SITTING ON A BUS STOP. THE PERCEPTION THAT YOU COULD HAVE OF THIS PERSON RUN THE GAMUT FROM WISE TO OLD TO HOMELESS TO TERRORIST. THE JOB FOR THE MANAGERS IS NOT ONLY TO MANAGE THE REALITY BUT MANAGE PERCEPTION. THAT'S THE HARDEST JOB THAT PEOPLE HAVE. SO YOU GET EQUITY. YOU PUT SEPULVEDA INTO PLACE IN EQUITY. YOU PUT IN STRUCTURES SO EVERYONE HAS AN OPPORTUNITY TO DEAL WITH CULTURE. PERCEPTION. THAT IS SO HARD. IT'S WHAT JOHN CALLS OTHERRING. YOU'RE OTHERRING PEOPLE WHEN YOU PUT THESE PERCEPTIONS THAT YOU HAVE IN YOUR MIND BASED ON YOUR CULTURE, BACKGROUND, WHERE YOU'RE COMING FROM OF WHAT YOU SEE WHEN YOU LOOK AT SOMEONE.

Paul Hudson: WHAT WE'RE NOT TRYING TO DO IS SAY EVERYONE NEEDS TO BE THE SAME. WE ALL WANT TO BELONG BUT WE DON'T ALL HAVE TO BE RED BALLS. WHAT WE'RE REALLY TRYING TO GO THROUGH IS THIS SITUATION WHERE EVERYBODY IS CONTRIBUTING FROM THEIR SPACE. EVERYBODY IS ABLE TO REALIZE THEIR CULTURE, THEIR INDIVIDUAL INTELLIGENCE REGARDLESS OF RACE OR POSITION. THIS IS THE UNIVERSAL GOAL. SAFETY, TRUST AND BELONGING IS UNIVERSAL. THE REASON WE SAY IT'S HARD AND THE PROCEEDS IS BECAUSE GETTING TO THAT IS VERY HARD. HERE'S THE RECOMMENDATIONS THAT WE ARE PROPOSING. THE ACTUAL RECOMMENDATIONS ARE 24, 25 PAGES. I'M UPLIFTING WHAT I CONSIDER, WHAT WE CONSIDER AS CONSULTANTS THE MOST IMPACTFUL. WITH COUNTY LEADERSHIP THERE'S AN IDEA OF TRAINING, LEARNING AND LEADERSHIP DEVELOPMENT. WE HAVE LOOKED AT A LOT OF STUDIES THAT TRADITIONAL DIVERSITY TRAINING IS NOT THE ANSWER. YOU REALLY HAVE TO LOOK AT HOW DO YOU DO LEARNING? HOW DO PEOPLE LEARN IN A DIFFERENT WAY? ONE EXAMPLE I CAN USE EASILY THE ADVISORY COUNCIL. ALL THOSE THAT PARTICIPATE IN THE ADVISORY COUNCIL LEARNED ABOUT EACH OTHER, ABOUT THERE'S A BIG ISSUE ABOUT WHETHER WE LEAD WITH RACE. THERE WAS PEOPLE SAYING, WELL, RACE IS IMPORTANT, BUT DISABILITY IS ALSO IMPORTANT. PEOPLE ARE SAYING, RACE IS IMPORTANT, BUT AS A FEMALE I GET HARASSED,

I SO PUTTING PEOPLE PUTTING PEOPLE IN THAT SPACE TO DISCUSS HONESTLY IS ANOTHER WAY PEOPLE ADVANCE. ANOTHER WAY PEOPLE HAVE THE SENSE OF BELONGING. IN OUR RECOMMENDATIONS WE HAVE A NUMBER OF RECOMMENDATIONS BEYOND JUST ONLINE TRAINING WHERE SOMEBODY SITS IN FRONT OF A MONITOR FOR EIGHT HOURS. THE OTHER ONE IS THIS IS ALREADY IN YOUR WORK FORCE EQUITY PLAN. WE TALKED ABOUT HOW YOU

STRUCTURE THESE TEAMS, HOW QUICKLY THE TEAMS SHOULD BE PUT IN PLACE, HOW THE EQUITY MANAGER WITHIN THE DEPARTMENT SHOULD INTERFACE WITH THIS TEAM AND GIVE GUIDANCE AND BE A RESOURCE FOR THIS TEAM. THIS IS A NEW PIECE. WE ARE ACTUALLY ASKING THE DIVERSITY TEAM TO COME UP WITH AN EQUITY PLAN FOR THEIR DEPARTMENT. THE COUNTY HAS A PLAN. BUT THE DEPARTMENT NEEDS TO FIGURE OUT HOW ARE WE GOING TO DO IT IN OUR DEPARTMENT TO GET TO THIS CONCEPT OF SAFETY, TRUST AND BELONGING? THERE'S AN EXPECTATION TO THESE PLANS. THEY WILL BE DEVELOPED, REVIEWED AND THERE WILL BE SOME CONSISTENCY BROUGHT TO THE OVER ALL DEPARTMENTAL PLANNING PROCESS. THEN WE JUST THOUGHT IT WAS REALLY IMPORTANT THAT YOU NOT JUST HAVE DIVERSITY TEAMS BUT THAT THEY BE DIVERSE AND THAT YOU CREATE DIVERSE INTERVIEW PANELS FOR HIRING. THOSE ARE LEADERSHIP RECOMMENDATIONS.

Paul Hudson: H.R., THAT YOU BRING IN THESE CONCEPTS OF TARGETED UNIVERSALISM INTO ALL OF YOUR HUMAN RESOURCE ACQUISITION ORIENTATION ONBOARDING. WE MADE A NUMBER OF SUGGESTIONS WITHIN THE REPORT OF HOW YOU DO THAT. SOME OF IT IS LEFT UP TO THE DEPARTMENTS AND H.R. EMPLOYEE BASE TO COME UP WITH IDEAS TO SUPPORT THAT. BUT WE THOUGHT THAT WAS VERY IMPORTANT THAT YOU DO IT BY DISPARATE IMPACT ANALYSIS FOR EACH EMPLOYEE, DEVELOP THIS RACIAL EQUITY TOOL KIT. THERE ARE A NUMBER IN THE MARKETPLACE. THEN THIS ONE THAT TALKED ABOUT BRIDGING AN ACCOUNT LABILITY. BRIDGING IS THE CONCEPT HOW DO YOU GET THE GUY THAT LOST THE STOOL TO TALK TO THE GUY THAT GOT THE BOXES. HOW DO YOU TALK TO PEOPLE THAT IN THIS WORLD THAT IS SO DIVISIVE THAT PEOPLE ARE TAKING SIDES VERY, VERY EXTREME SIDES LIKE IN BRAZIL RECENTLY. HOW DO YOU CREATE -- THE COUNTY CAN BE A DIFFERENT PLACE, A PLACE WHERE THERE'S BRIDGING, BUT THERE'S ALSO THIS PIECE THAT SAYS YOU HAVE TO HOLD PEOPLE ACCOUNTABLE FOR BUYING INTO, FOR IMPLEMENTING, FOR FOLLOWING THROUGH ON THIS CONCEPT OF BRIDGING AND BELONGING.

SO THERE ARE STRATEGIES AROUND ACCOUNTABILITY AND AROUND BRIDGING. THEN FINALLY, WE THINK IT'S REALLY IMPORTANT BACK TO COMMISSIONER SMITH'S POINT THAT THIS BE COMMUNICATED NOT ONLY ONCE BUT REGULARLY. PEOPLE GET UPDATED, INFORMED, ENGAGED IN NOT ONLY INSIDE THE COUNTY BUT OUTSIDE THE COUNTY IN TERMS OF UNDERSTANDING WHERE YOU'RE TRYING TO GO, HOW YOU GET THERE AND PEOPLE THAT CAN HELP YOU GET THERE. WE CONSIDER COMMUNICATION PIECE VERY IMPORTANT. THE COMPLAINTS PROCESS, A LOT OF THIS WAS DEVELOPED BY INTERNAL STAFF, THEIR IDEAS, BUT WE WHOLEHEARTEDLY ADOPT AND ACCEPT THEM. THE FIRST IS THERE BE AN INDEPENDENT UNIT OUTSIDE OF THE DEPARTMENT THAT REPORTS DIRECTLY TO THE CEO, THAT HANDLES COMPLAINTS. THAT COULD BE STAFFED WITH SKILLED INVESTIGATORS CHARGED WITH INVESTIGATING THESE COMPLAINTS. THAT

THERE BE AN APPEALS PROCESS THAT PEOPLE HAVE THE OPPORTUNITY TO APPEAL DECISIONS. THAT THERE WILL BE A PROCESS TO EVALUATE AND FIGURE OUT WHAT WORKS, WHAT DOESN'T WORK. FINALLY, THAT THERE BE A REVIEW OF ACTUALLY THE FINDINGS, DECISIONS AND DISCIPLINE BY AN INTERNAL STAKEHOLDER GROUP TO ENSURE THIS PROCESS IS BEING FAIR AND EQUITABLE IN DEALING WITH TRAUMA AND ANGER WITHIN THE COUNTY. THE OFFICE OF DIVERSITY AND EQUITY, THESE ARE PROBABLY OUR MOST AGGRESSIVE RECOMMENDATIONS. THEY GO TO REALLY MAKING ODE AN EQUAL PARTNER IN THE PROCESS OF HIRING, PROMOTING AND FIRING. EQUAL IN THE SENSE THAT THEY ARE NOT MAKING THE DECISIONS. THEY ARE NOT NECESSARILY OVERRULING THE DECISIONS BUT THEY ARE CLEARLY BRINGING AN EQUITY FRAME TO ALL THE DECISIONS AROUND HIRING, PROMOTION, TERMINATIONS IN PARTICULAR, PROBATIONARY TERMINATIONS, WHERE YOUR OWN DATA SHOWS THAT THERE'S WIDE VARIANCES IN THE IMPACT DIFFERENT GROUPS AROUND PROBATIONARY TERMINATION. FINALLY, WE STRONGLY BELIEVE THERE OUGHT TO BE SOMEONE, SOME DEPARTMENT THAT IS RESPONSIBLE BACK TO PEOPLE'S BELIEF THAT YOU'RE NOT GOING TO DO ANYTHING.

Paul Hudson: YOU'RE GOING TO PUT SOMETHING ON THE SHELF THAT IT'S NOT GOING TO BE PRODUCTIVE. SOMEONE NEEDS TO BE HELD RESPONSIBLE FOR YES, IT'S GOING TO BE IMPLEMENTED AND HERE'S HOW IT'S BEING IMPLEMENTED. CLEARLY ODE IS THE NATURAL PLACE TO PUT THAT KIND OF RESPONSIBILITY. FINALLY, LIAISON WITH THE COMMITTEE. WE TALK ABOUT THE COMMITTEE. THE COMMITTEE IS ALREADY IN YOUR WORK FORCE EQUITY STRATEGIC PLAN. WE FEEL STRONGLY THAT THE COMMITTEE COULD BE THIS IMPARTIAL, TRANSPARENT BODY THAT ALSO HAS COMMUNITY REPRESENTATIVES ON IT AND ALLOWS FOR COMMUNITY TO SPEAK TO THIS COMMITTEE, TO APPEAR, PROVIDE TESTIMONY TO THE COMMITTEE AROUND WHAT'S GOING ON WITH THE WORK FORCE EQUITY PLAN, WHAT'S GOING ON WITH THE STRATEGIES THAT THE COUNTY HAS BEEN WORKING ON. CLEARLY WE WANT IT TO BE INDEPENDENT, DIVERSE, INCLUSIVE, OBJECTIVE AND TRANSPARENT, THAT WE THOUGHT COMMUNITY PARTICIPATION WAS AN IMPORTANT COMPONENT AND THERE BE MEMBERSHIP ON THE COMMITTEE FROM THE COMMUNITY AND THERE WILL BE A FORUM. IN OUR RESEARCH, IN OUR DATA, WE FOUND SOME KEY FACTORS WE THINK ARE IMPORTANT IN TERMS OF INCORPORATING THESE IDEAS INTO THE OVER ALL PROCESS. ONE YOU NEED TO LOOK FOR EVERY OPPORTUNITY TO ENGAGE PEOPLE IN A WAY WHERE THEY ARE SELF-SELECTING TO BE A PART OF IT.

STUDIES HAVE SHOWN WHEN YOU TRY TO FORCE PEOPLE TO DO SOMETHING THEY HAVE A VERY NEGATIVE REACTION AS OPPOSED TO WHEN THEY VOLUNTEER TO BE PART OF SOMETHING. THEY MAY VOLUNTEER WITH THE IDEA OF I WANT TO VOLUNTEER BECAUSE I DON'T THINK IT'S THE RIGHT THING YOU'RE DOING. I WANT TO VOLUNTEER BECAUSE I HAVE A DIFFERENT OPINION. IT DOESN'T MATTER. WHAT MATTERS IS YOU CREATE THESE

ENVIRONMENTS WHERE PEOPLE CAN SHARE INFORMATION, TALK ABOUT ISSUES, UPLIFT ISSUES. THAT'S THE WAY PEOPLE LEARN BEST IN ENVIRONMENTS SUCH AS GOVERNMENT. CONTACTING EXPOSURE, YOU NEED TO CREATE OPPORTUNITIES FOR PEOPLE TO JUST BE TOGETHER. PART OF THE REASON THAT WE HAVE SUCH -- SUCH SEGREGATION, SO TO SPEAK, SEPARATION, IS BECAUSE PEOPLE SELF-SEPARATE. PEOPLE SELF-MOVE INTO GROUPS SO WHAT YOU CAN DO TO CREATE CONTACT AMONG GROUPS IS VERY IMPORTANT. THEN FINALLY, ACCOUNTABILITY. NONE OF THESE PROGRAMS BE IT STRATEGIC PLAN FOR A BUSINESS, EQUITY WORK FORCE PLAN FOR A GOVERNMENT, IF YOU DON'T BUILD IN ACCOUNTABILITY THEY HAVE HIGHER TENSE CY NOT TO BE SUCCESSFUL. THERE'S A LOT OF WAYS YOU CAN DO ACCOUNTABILITY. PEER TO PEER IS ONE WAY TO DO IT. WE'RE NOT ONLY -- IT'S NOT ONLY ACCOUNT LABILITY MEANING PUNISH SOMEONE WHEN THEY ARE NOT ON THE RIGHT PAGE, IT'S UPLIFTING PEOPLE GOING ABOVE AND BEYOND. ONE QUICK STORY. FRAN HAS A NEPHEW WHO THEY COME FROM A FAMILY OF EDUCATED FOLKS. HE ANNOUNCED EARLY IN HIS CAREER THAT HE WANTED TO BE A REFUSE -- WHAT DID YOU CALL IT?

Fran Jemmott: WASTE MANAGEMENT.

Paul Hudson: HE WANTED TO COLLECT TRASH EVERYBODY IN THE FAMILY, YOU KNOW, BASICALLY THOUGHT HE HAD LOST HIS MIND. HE WAS PART OF A CRAZY GROUP. BUT TODAY HE IS BEING RECRUITED -- HE GOT RECRUITED FROM ATLANTA TO MOBILE, RECRUITED. OBVIOUSLY HE'S DONE SOME THINGS WITH WASTE MANAGEMENT THAT OTHER COUNTIES WANT TO -- HE'S NOT BEING RECRUITED FROM MOBILE TO NORTH CAROLINA. HE HAS DONE FABULOUS THINGS WITH WASTE MANAGEMENT. ALL THAT EXAMPLE IS THAT YOU CAN TAKE SOMEONE FROM WHEREVER THEY ARE IN YOUR ORGANIZATION AND THEY CAN PROVIDE POSITIVE PRO PROACTIVE MODELS OF HOW TO BRIDGE, HOW TO CONNECT, HOW TO ENGAGE, HOW TO BRING PEOPLE TOGETHER SO THAT THEY FEEL LIKE THERE'S REALLY BELONGING WITHIN THE COUNTY. THAT COULD HAPPEN IN A REMOTE CORNER OF THE COUNTY. I THINK I TALKED ABOUT THIS EARLIER, I DIDN'T TALK ABOUT THIS EARLIER. [LAUGHTER] THIS IS, JOHN, I'M GETTING READY TO MISQUOTE YOU. IF I MISQUOTE YOU, YOU TELL ME. IF THERE ARE NO BUMPS IN THE ROAD IT MAY MEAN YOU'RE NOT ON THE RIGHT PATH. IS THAT RIGHT, JOHN?

John Powell: CLOSE ENOUGH. [LAUGHTER]

Paul Hudson: THAT'S EVERYTHING. I THINK MARRISSA WANTED TO BRING UP NEXT STEPS. DOES ANYONE HAVE ANY QUESTIONS? I RUSHED THROUGH IT PRETTY QUICKLY.

Chair Kafoury: LET'S TAKE SOME QUESTIONS FROM COMMISSIONERS AT THIS POINT THEN THERE ARE OTHER COMMENTS.

Marrissa Madrigal: I'M GOING TO BE INCITING MEMBERS OF THE ADVISORY COMMITTEE TO COME. ASK YOUR QUESTIONS.

Chair Kafoury: DO YOU WANT TO ASK QUESTIONS NOW OR HEAR FROM THE ADVISORY COMMITTEE FOLKS? ALL RIGHT. THANK YOU. IF YOU DON'T GO FAR AWAY. THANK YOU. FOR TEN YEARS. DON'T GO AWAY FOR TEN YEARS.

Fran Jammott: THAT'S A GOOD ONE. THANK YOU.

Marrissa Madrigal: I WOULD LOVE TO INVITE PERCY, AIMEERA, RAYMOND, TRAVIS FROM THE ADVISORY TO COME UP.

Chair Kafoury: IF WE'RE DONE WITH THE COMPUTER COULD YOU PUT THE SCREEN DOWN SO WE CAN SEE MR. -- WHO IS GOING FIRST THIS MORNING? I'M LOOKING AT YOU THINKING YOU'RE PROBABLY GOING FIRST.

Percy Winters Jr.: OKAY, I GUESS I WILL. GOOD MORNING, CHAIR, COUNTY COMMISSIONERS, I'M PERCY WINTERS, JR., PRESIDENT OF LOCAL 88. I WAS PART OF THE SUBCOMMITTEE, THE COMPLAINTS WORK GROUP. AT THIS TIME I WANT TO RECOGNIZE A COUPLE OF THE MEMBERS, ANA PLUM, KARLA ALLAH MEESE THAT WORKED WITH ME ON THIS COMMITTEE I WANT TO TALK ABOUT THE COMPLAINT PROCESS IN THREE FACETS. ONE BEING THE PAST, PRESENT AND THE FUTURE. I'M NOT GOING TO SPEND MUCH TIME ON THE PAST BECAUSE IT DIDN'T WORK. THE PAST PROCESS DIDN'T WORK. OKAY? I HAD A LOT OF MEMORIES THAT WAS COMING TO ME UPSET, CRYING, A LOT OF MEMBERS GOING BACK TO WORK FEELING LIKE THEY WERE LEFT ALONE BECAUSE THEY HAD COME FORWARD WITH WHAT WAS HAPPENING TO THEM IN THE WORKPLACE. SO THE PAST COMPLAINT PROCESS, IT WASN'T HAPPENING AT ALL, WHICH BRINGS US TO THE PRESENT PROCESS, COMPLAINT PROCESS. THAT WAS DUE TO THE FACT THAT MEMBERS AND LOCAL 88 MEMBERS CAME BEFORE YOU, CHAIR KAFOURY, AND BECAUSE THEY WAS TIRED OF THE PROCESS, TIRED OF TELLING THEIR STORIES, TIRED MUCH COMING TO A OF COMING TO A WORKPLACE AND BEING SUBJECTED TO DISCRIMINATORY ACTS.

YOU GAVE A DIRECTIVE THAT ALL PROTECTED CLASS COMPLAINTS WOULD GO BEFORE MARISSA. WHAT THAT DID WAS TO TO SOME OF THE MEMBERS IT CREATED A SENSE OF SAFETY, A SENSE OF TRUST, AND A SENSE OF TRANSPARENCY. I'M GOING TO TALK ABOUT THOSE IN MY FUTURE PROCESS. THEY FELT THERE WAS A NEUTRAL PARTY THEY COULD GO TO AND IT HAPPENED. MARISSA GOT OVERWHELMED WITH THE COMPLAINTS UNFORTUNATELY, WHICH BRINGS ME TO THE FUTURE PROCESS. MARISSA IS ONE PERSON. SHE WAS OUTSIDE OF H.R., AND MOVING FORWARD WE GOT TO ESTABLISH AN INVESTIGATORY UNIT HOUSED UNDER THE COO. THIS WILL GIVE ALL MEMBERS A SENSE OF SAFETY, WHICH MEANS IT'S OKAY FOR ME TO TALK TO THAT COMMITTEE. IT'S OKAY TO LET THEM KNOW HOW I'M BEING

TREATED. IT WOULD ALSO GIVE THEM A SENSE OF TRUST, WHICH MEANS I'M NOW SPEAKING TO SOMEONE WHO WOULD LOOK AT MY SITUATION WITH AN OBJECTIVE EYE. IT WILL ALSO GIVE OUR MEMBERS A SENSE OF TRANSPARENCY, WHICH MEANS NO MATTER WHAT DECISION THERE WAS, IT WASN'T ASSOCIATED WITH MY DEPARTMENT. I WAS ABLE TO BE HEARD AND I DIDN'T FEEL LIKE I WAS ALONE. MOST OF ALL I HAD A CHANCE TO TELL MY STORY. SO THEREFORE IT'S A RECOMMENDATION FROM LOCAL 88 THAT AN INVESTIGATORY UNIT OF APPROXIMATELY THREE INVESTIGATORS BE ESTABLISHED AND REPORT TO THE COO. WE HAVE A PROBLEM IN MULTNOMAH COUNTY. WE ALL KNOW IT. WE CAN DO WITH WE HAVE IN THE PAST WHICH IS BELIEVE IT'S NOT HAPPENING OR WORK TO ENSURE NO WORKERS ARE SUBJECT TO DISCRIMINATORY ACTS WHILE AT WORK IN MULTNOMAH COUNTY. THANK YOU.

Chair Kafoury: THANK YOU. GOOD MORNING.

Aimeera Flint: HI. HELLO. I'M AIMEERA. I WORK IN THE HEALTH DEPARTMENT. I SIT. [AUDIO NOT UNDERSTANDABLE] I WAS PART OF THE MANAGEMENT AND TRAINING GROUP. I WANT TO THANK THE H.R. CONSULTANTS FOR THE WORK ON THE WORK FORCE EQUITY STRATEGIES. I WOULD THANK CHAIR KAFOURY AND COMMISSIONERS FOR YOUR COMMITMENT TO ADVANCED WORK FORCE EQUITY. I THANK THE OFFICE OF DIVERSITY AND EQUITY, EOC, AND OUR COMMUNITY PARTNERS. WE BELIEVE YOUR CONTINUED SUPPORT WILL HELP BUILD A COMPREHENSIVE, INNOVATIVE EFFORT TO IMPROVE CULTURE OF MULTNOMAH COUNTY. MULTNOMAH COUNTY IS A PLACE WHERE PEOPLE CAN TRULY FEEL AND EXPERIENCE SAFETY, TRUST AND BELONGING. THIS PROCESS FOR ME WAS A BIT CHALLENGING AND A LEARNING EXPERIENCE BUT WE'RE HERE TODAY AND READY TO MOVE FORWARD. I WON'T GO THROUGH EACH OF THE RECOMMENDATIONS AS THERE ARE MANY AND THEY DO REFLECT SOME THINGS THAT THE COUNTY CAN DO NOW AND LONG TERM THAT WILL BEGIN TO SHIFT CULTURE AT THE COUNTY IN REGARDS TO WORK FORCE AND RACIAL EQUITY.

MOVING FORWARD WHAT EOC AND MYSELF WOULD LIKE HIGHLIGHTED FROM THESE RECOMMENDATIONS AND TO BE UPLIFTED IN THE STRATEGIC PLAN IN POLICY AND IMPLEMENTATION ARE COUNTY WIDE STANDARDIZED RACIAL EQUITY TOOL KIT AS RECOMMENDED BY THE CONSULTANTS THAT ODE DEVELOP A COMPREHENSIVE EQUITY TOOL KIT FOR USE BY DEPARTMENTAL DIVERSITY AND EQUITY TEAMS TO FACILITATE EFFORTS TO IMPLEMENT TARGETED UNIVERSALISM AND CREATE AN ENVIRONMENT OF SAFETY, TRUST AND BELONGING. IN ORDER TO END INSTITUTION RACIVELY AND ACHIEVE RACIAL EQUITY AT THE COUNTY WE NEED TOOLS TO ADDRESS THE UNDERLYING SYSTEMS THAT CREATE RACE BASED DISPARITIES IN OUR COMMUNITY. THIS STANDARDIZE USE OF EQUITY TOOLS THROUGHOUT 'COUNTY DEPARTMENTS. ALSO HAVING H.R. EQUITY TOOL KIT. AS RECOMMENDED BY THE CONSULTANTS HAD. R. IN PARTNERSHIP WITH ODETZ

SPOKE DEVELOP A TALENT ACQUISITION, ORIENTATION AND ONBOARDING MODEL FOR EXEMPT EMPLOYEES FOCUSING ON RACIAL EQUITY AND INCLUSION AND A BASIC UNDERSTANDING OF TARGETED UNIVERSAL. I. ADOPTING LEADERSHIP EXPECTATIONS AND ACCOUNTABILITY PLAN REFERRED TO AS THE LEAD MODEL TO UTILIZE AS AN ACCOUNTABLE MECHANISM. THIS WAS MENTIONED BUT WE BELIEVE WHEN THE STRATEGIES AND STRUCTURE ARE IN PLACE WHICH HOLD LEADERSHIP AND MANAGEMENT ACCOUNTABILITY AND THIS NEEDS TO BE CLEARLY LAID OUT IN POLICY AND IMPLEMENTATION. IT'S ONE WAY WE CAN ADDRESS ACCOUNTABILITY WHILE USING A RACIAL JUSTICE LENS.

Ameera Flint: IT PROVIDES DIRECTORS AND LEADERSHIP WITH EXPECTATIONS, PERFORMANCE COMPETENCY, PRACTICES AND METRICS IN VARIOUS DOMAINS ALONG THE LINES OF ACCOUNTABILITY WE BELIEVE CLEAR MESSAGING IN REGARDS TO COUNTY POLICY ON EQUITY INCLUDING PROHIBITED CONDUCT, RESPONSIBILITIES AND DUTIES OF SUPERVISORS AND MANAGERS AND RELATED PENALTIES FOR INACTION WILL SET THE STAGE AND TONE FOR EXPECTATIONS THAT MULTNOMAH COUNTY WILL NOT TOLERATE RACISM AND DISCRIMINATION. WE SHOULD HIGHLIGHT AND CLEARLY DEFINE WHY WE LEAD WITH RACE IN COUNTY MESSAGING AND EXPECTATIONS. WHY WE LEAD WITH RACE AS IT EENCOMPASSES ALL MARGINALIZED GROUPS. WE ALSO BELIEVE THIS CONTEXT HELPS SUPPORT POTENTIAL POWER OF ALLYSHIP WHERE WE CAN WORK TOGETHER TOWARD TRUE ORGANIZATIONAL CULTURE SHIFT. THOSE ARE SOME OF THE THINGS WE HOPE TO SEE PUT INTO POLICY IMPLEMENTATION AND PRACTICE THAT BE CAN HIGHLIGHTED FROM THIS REPORT AND WE BELIEVE THIS WILL GUIDE US TO MOVING THE WORK FORWARD. IF THE PROBLEM WE'RE FIGHTING WITH, NOT EACH OTHER. AS WE MOVE FORWARD MY HOPE IS WE CAN BEGIN TO HEAL AND CREATE TRUST NEEDED TO TRULY MAKE THE COUNTY A PLACE WHERE ALL EMPLOYEES CAN EXPERIENCE SAFETY, TRUST AND BELONGING. WE KNOW IN ORDER FOR THINGS TO WORK, THINGS TO CHANGE WE MUST CHANGE AND IT WILL TAKE EACH OF US TOGETHER TO MAKE THIS WORK. WE LOOK FORWARD TO WORKING WITH YOU ALL IN THE NEXT 38 DAYS IN THE READOPTION OF THE WORK FORCE EQUITY STRATEGIC PLAN. THANK YOU AND GOD BLESS. [APPLAUSE]

Chair Kafoury: AIMEERA, WOULD YOU SEND COPIES OF YOUR TESTIMONY TO ALL THE COMMISSIONERS HAVE YOU HAVE NOT ALREADY?

Aimeera Flint: YES, MA'AM.

Chair Kfaoury: THANK YOU. RAYMOND?

Raymond Desilva: I'M RAYMOND DESILVA. I AM EMPLOYEES OF COLOR CO-CHAIR AND I ALSO REPRESENT AFRICAN LOCAL 88 -- AFSCME LOCAL 88 AS V.P. WE'RE IN A TIME WHERE COMMUNITIES OF COLOR ARE FILLED WITH

CONFUSION, ANGER, FEAR, AND WE BRING THOSE NOTIONS AND CONCERNS HERE TODAY. WE BRING OUR FULL SELFS TO WORK. PERHAPS THIS IS THE HOUR, A TIME WHERE WE FEEL THAT THIS IS THE GREATEST RACIAL DIVIDE. BUT WE CAN'T STOP BY JUST ACKNOWLEDGING IT BUT MOVING FORWARD WITH UNITY. LAUGHER YEAR ON SEPTEMBER 14TH WE HEARD THE VOICES OF THE WORK FORCE HERE AT MULTNOMAH COUNTY. THE HARSH REALITY OF THAT DISCRIMINATION, HARASSMENT IS REAL AND IS BEING LIVED OUT IN OUR WORK ENVIRONMENT. BUT WE MADE A VERY BOLD STATEMENT AS AN EMPLOYER, AS A PUBLIC SERVANT, AS MULTNOMAH COUNTY ALL OF US AS STATED IN THE WORK FORCE EQUITY RESOLUTION. INSTITUTIONAL AND STRUCTURAL BARRIERS TO EQUAL EMPLOYMENT OPPORTUNITY EXIST AND MUST BE ELIMINATED. RACISM MUST BE ELIMINATED, DISCRIMINATION MUST BE ELIMINATED BUT WE MUST DO THIS TOGETHER. WE MUST TAKE FULL OWNERSHIP THAT WE ARE ALL PART OF THE SOLUTION TO MOVE THIS WORK FORWARD. YOU HAVE SEEN THERE'S A FEW THAT ARE BEHIND ME THAT HAVE BEEN WORKING FOR THE COUNTY FOR OVER 30-PLUS YEARS. EMPLOYEES OF COLOR AND ALL OF OUR FRIENDS IN THE EMPLOYEE RESOURCE GROUP NETWORK CAN NO LONGER SUFFER FROM THE CREDENCES OF RACIAL INJUSTICES AND INEQUITIES IN THE WORKPLACE.

Raymond Desilva: THIS OLD ADAGE NEEDS TO END. AND WE ARE ON THAT TIMELINE RIGHT NOW WHERE IN 38 DAYS WE HOPE AND LOOK FORWARD TO THE READOPTION OF THE WORK FORCE EQUITY STRATEGIC PLAN WHERE THE RECOMMENDATIONS FROM OUR NATIONAL CONSULTANT JEMMOTT ROLLINS THAT THEY WILL BE LIFTED UP BUT IT WILL BECOME POLICY. PART OF THE POLICY THERE NEEDS TO BE CLEAR MESSAGING WHY WE LEAD WITH RACE. THERE CANNOT BE ANY AMBIGUITY, WHAT WAS THE REAL CAUSE ON SEPTEMBER 14TH? EMPLOYEES VOICED OF THEIR VOICE VOICED THEIR CONCERNS. EMPLOYEES GAVE THEIR PENMANSHIP WHAT THEY ARE FEELING AND EXPERIENCING IN LIFE. RACIAL EQUITY IS NOT FREE. RACIAL EQUITY, THERE'S A COST. AND EMPLOYEES HAVE GIVEN THEIR STORIES, THEIR LIVES, AND THEIR THOUGHTS. THEY HAVE SWEAT THEIR BLOOD AND THEIR TEARS. THEY BROUGHT THEIR FAMILY AND FRIENDS, THEIR COMMUNITIES, ALL INTO THIS EFFORT AND ENERGY FOR THE VISION OF THIS WORK. BUT IN THIS WORK FORCE EQUITY STRATEGIC PLAN THAT WE HOPE TO READOPT AFTER THE BRIEFING TODAY, THE POLICIES NEED TO BE CLEAR BECAUSE IT SETS THE TONE FOR FIVE TO 50 YEARS FROM NOW, THE GENERATION TO COME. BECAUSE IT'S THE EYES AND VISION HOW WE TRANSFORM OUR COMMUNITY, OUR FAMILIES, AND OUR WORK FORCE. AND WE NEED THE LEADERSHIP OF THIS BOARD OF COMMISSION TO STEP UP, STEP UP, TO LEAD US TO WHERE WE NEED TO GO AS AN ORGANIZATION. AS I SAID LAST TIME, THERE'S NO OTHER BOARD OF COMMISSION THAT CAN DO IT EXCEPT THIS ONE AND I LOOK FORWARD TO THE DAY THAT WE DO IT AND WE DO IT AGAIN AND AGAIN AND AGAIN.

Chair Kafoury: GOOD MORNING.

Travis Graves: CHAIR, COMMISSIONERS, I'M TRAVIS GRAVES, COUNTY CHIEF HUMAN RESOURCE OFFICER. AS I THINK I'M SHIFTING WHERE I'M STARTING AFTER LISTENING TO THE PARTNERS THAT I HAVE HERE TO MY RIGHT. I HAD THE PLEASURE OF SITTING ON THE ADVISORY BOARD. AIMEERA AND I WORKED CLOSELY ON THE GROUP THAT WORKED ON THE RECOMMENDATIONS AROUND MANAGERS. I JUST COULDN'T AGREE MORE WITH WHAT THEY JUST BROUGHT TO THE TABLE. I THINK THE FOLKS THAT ARE SITTING HERE RIGHT NOW HAVE COME BEFORE US AND TALKED TO US ABOUT WHAT ARE THE EXPERIENCES OF OUR EMPLOYEES OF COLOR IN MULTNOMAH COUNTY AND WHAT CAN WE DO AS LEADERS TO MAKE THE CHANGE, TO MOVE OUR ORGANIZATION FORWARD? I REALLY FEEL LIKE THE WORK WE HAVE DONE HERE IS A BEGINNING. I THINK IT'S A GOOD ROAD MAP FOR US TO USE, BUT I THINK THERE'S A LOT MORE WORK TO GO. I THINK IT TAKES A LOT OF COMMITMENT, A LOT OF PERSEVERANCE.

Travis Graves: IT'S GOING TO TAKE A LOT OF PARTNERSHIP. I JUST WANT TO SAY HOW MUCH I HAVE APPRECIATED WORKING WITH THE FOLKS THAT ARE HERE. I FELT LIKE I HAVE BEEN ABLE TO REALLY WORK WELL IN GREAT RELATIONSHIPS WITH THE EMPLOYEES OF COLOR, WITH PERCY, WITH OUR ENTIRE ADVISORY GROUP TEAM AND THAT'S A TESTAMENT TO US CONTINUING TO DO THIS WORK. I WOULD SAY FROM A HUMAN RESOURCES PERSPECTIVE, THE PLACES WHERE -- THE CONSULTANTS LANDED IN TERMS OF THE FOCUS AREAS AROUND REALLY HOLDING OUR MANAGERS ACCOUNTABLE, ONE OF THE THINGS WE HAD A LOT OF DISCUSSION ABOUT WAS THE FACT THAT FOLKS THAT CAN AFFECT THE MOST CHANGE IN MULTNOMAH COUNTY IS OUR DAY-TO-DAY SUPERVISORS, FOLKS WE WORK WITH ON A DAY-TO-DAY BASIS. IF WE EXPEND THE EFFORT UPSTREAM TO MAKE SURE WE'RE FOLKS THAT HAVE THE SAME VALUES ARE ABLE TO MANAGE IN A WAY THAT IS RESPECTFUL, RACIALLY JUST, AS A COUNTY THAT WILL MOVE OUR CULTURE FORWARD. I REALLY APPRECIATED THE RECOMMENDATIONS AROUND THAT TOO. LIFTING UP THE WORK OF THE OFFICE OF DIVERSITY AND EQUITY IS A FANTASTIC WAY TO MOVE THAR THAT FORWARD. THE FOCUS ON THE COMPLAINT PROCESS IS SOMETHING WE HAVE NEEDED FOR QUITE SOME TIME. I APPRECIATE THE WORK MARISSA HAS DONE AND I AGREE WITH THE NEXT STEPS IN TERMS OF TAKING IT TO THE NEXT LEVEL. I COMPLETELY SUPPORT THE RECOMMENDATIONS THAT ARE HERE THEN ACTUALLY FOLDING THAT INTO THE LARGER WEB. TO GIVE US ONE SPACE, ONE PLACE FOR THE COUNTY THAT WE CAN LOOK AT ALL OF THESE RECOMMENDATIONS TOGETHER AND HOLD EACH OTHER ACCOUNTABILITY. I WOULD ASK YOU TO HOLD ME ACCOUNTABLE IN MY ROLE TO MAKE SURE WE KEEP MOVING THIS WORK FORWARD BECAUSE IT'S TOO IMPORTANT NOT TO.

Chair Kafoury: THANK YOU. DO YOU HAVE ANOTHER PANEL OF FOLKS?

Commissioner Smith: MADAM CHAIR, I HAVE A QUESTION FOR TRAVIS. HAS OUR COMPLAINTS GONE DOWN OVER THE LAST YEAR?

Travis Graves: I WOULD NOT SAY THEY HAVE GONE DOWN. IF ANYTHING THEY MAY HAVE GONE UP. I THINK PART OF THAT IS WE HAVE CREATED A SPACE FOR PEOPLE TO FEEL MORE COMFORTABLE COMING FORWARD. WE DON'T HAVE TODAY A GREAT TRACKING MECHANISM TO TELL US OVER TIME WHAT THE COMPLAINTS ARE. WE'LL HAVE THAT IN THE FUTURE WHICH I THINK IS A REALLY GOOD THING.

Commissioner Smith: THANK YOU.

Ben Duncan: GOOD MORNING.

Chair Kafoury: ALL BY YOURSELF.

Ben Duncan: YEAH. HOLDING COURT HERE. CHAIR KAFOURY, COMMISSIONERS, BEN DUNCAN, CHIEF DIVERSITY AND EQUITY OFFICER FOR MULTNOMAH COUNTY. I WROTE A BUNCH OF STUFF AND I KEEP MAKING ADDITIONAL NOTES. I FEEL LIKE THE LANGUAGE HAS BEEN CLEAR THAT WE'RE NEVER BEYOND DEBATE AROUND THE PROBLEM. I THINK THE HISTORIC AND CONTEMPORANEOUS EXPERIENCE OF EMPLOYEES HAS COME IN FRONT OF THIS BOARD, IT'S COME TO SENIOR LEADERS, SHARED IN THE HALLWAYS OF THIS ORGANIZATION. THERE IS NO DEBATE AROUND THE PROBLEMS WE FACE. I WAS REFLECTING LAST NIGHT, I WAS REALLY THINKING ABOUT HOW FORTUNATE I AM TO BE ABLE TO DO THIS WORK AT THIS TIME BOTH IN OUR LOCAL AND HYPER LOCAL CONTEXT BUT ALSO IN A NATIONAL CONTEXT. IMPORTANTLY WITH SUCH AN INCREDIBLE GROUP OF LEADERS, TALKING ABOUT THE BOARD, THE SENIOR LEADERSHIP, DEPARTMENT DIRECTORS, MOST IMPORTANTLY TO THE EMPLOYEE RESOURCE GROUPS AND EMPLOYEES THAT REALLY ARE THE FOUNDATION OF THIS WORK. IN JUST A WEEK MYSELF AND RAYMOND AND AIMEERA, NATASHA, ANDREA, SOME OF THE EMPLOYEES OF COLOR LEADERS ARE GOING TO BE IN DETROIT PRESENTING TO A NATIONAL CONFERENCE ABOUT THIS JOURNEY WE HAVE BEEN ON. THE WHOLE FRAME OF THAT CONVERSATION IS HOW WE MAINTAIN A COMMITMENT TO CENTERING THE VOICES OF THOSE MOST NEGATIVELY IMPACTED IN THE WORK THAT WE DO.

MAINTAIN THAT COMMITMENT. I KNOW THAT WE'LL BE ABLE TO SPEAK WITH PRIDE AND WITH HOPE. I IMAGINE WITH SOME TREPIDATION AROUND HOW THIS WORK WILL UNFOLD OVER TIME. I'M PROUD THAT WE HAVE HELD TO THOSE VALUES. I'M PROUD THAT WE HAVE THIS OPPORTUNITY TO REALLY LIFT UP THE FRAMEWORK OF TARGETED UNIVERSALISM TO ENSURE THAT EVERY EMPLOYEE IN MULTNOMAH COUNTY CAN THRIVE. NOTWITHSTANDING WHAT WE CLEARLY KNOW, WHAT OUR DATA TELLS US, WHAT THE EXPERIENCES OF EMPLOYEES HAVE TOLD US. I WANT TO EXPRESS

APPRECIATION FOR MY FELLOW COMMITTEE MEMBERS AND TO THE CONSULTANT TEAM. THEY ARE TRULY SOME OF THE MOST PROVOCATIVE AND INSPIRING PARTNERS THAT WE COULD HAVE BOTH INTERNALLY AND EXTERNALLY. IT'S AN HONOR TO GET TO KNOW FRAN AND PAUL WHO I MET BEFORE. ALWAYS A BENEFIT AND BLESSING TO GET THE WISDOM OF JOHN POWELL. I WANT TO SPECIFICALLY JUST PUBLICLY COMMENT ON MY APPRECIATION FOR MARISSA MENTIONED EARLIER SHE WAS A LEAD AUTHOR OF OUR SEMINAL DOCUMENT IN MULTNOMAH COUNTY THAT REALLY STARTED THIS WORK BACK IN THE HEALTH EQUITY INITIATIVE. MORE IMPORTANTLY FOR ME PERSONALLY ONE MOST INFLUENTIAL INDIVIDUALS BOTH MY APPROACH, MY FRAMES AND FRANKLY MY SUSTAINABILITY IN THIS WORK. I'M TRULY GRATEFUL FOR HER WORK. EXCITING TO SEE WHERE THAT WORK GOES FROM HERE.

Ben Duncan: I WAS REALLY IMPRESSED BY THE COUNCIL. WE HAVE TALKED ABOUT AND FOLKS HAVE REFLECTED ON THAT SPACE, BUT HONESTY AND COURAGE OF THE CONVERSATIONS GAVE ME CONFIDENCE AS WE WERE GOING UP TO THIS SPACE TODAY. THAT THE FINAL PRODUCT WOULD BE ONE THAT CONTINUES TO SUPPORT THE FOUNDATION FOR ADVANCING THAT VISION OF SAFETY, TRUST AND BELONGING AND I WANT TO SAY A FOUNDATION, RIGHT, THAT WE NEED TO BUILD UPON. I DO BELIEVE THAT THESE RECOMMENDATIONS REALLY SETS US UP TO DO THAT. ONE OF THE CONCEPTS AND TRAVIS ALLUDED TO THIS THAT I'M REALLY INCREDIBLY EXCITED ABOUT IN MANY WAYS HUMBLER, GIVES ME THE SHAKES SOMETIMES THINKING ABOUT THE AMOUNT OF WORK AHEAD OF IT, I BELIEVE THAT THE WORK AND THE EXAMINATION OF THE ROLE OF THE OFFICE OF DIVERSITY AND EQUITY IS GOING TO BE A MODEL FOR JURISDICTIONS ALL ACROSS THE COUNTRY. ONE OF THE FIRST CONVERSATIONS PAUL AND I HAD WAS AROUND, YOU KNOW, WHAT IS THE AUTHORITY AND THE POWER AND THE IMPACT AND INFLUENCE OF THIS OFFICE BECAUSE SO MANY TIMES WE SEE OFFICES BEING CREATED WITHOUT BEING GRANTED THE AUTHORITY TO ACTUALLY MOVE THE WORK FORWARD.

Ben Duncan: THERE'S A NUMBER OF RECOMMENDATIONS THAT DIRECTLY REFREQUENT THAT DIVISION, NOT JUST THE CHIEF DIVERSITY AND EQUITY OFFICER, NOT JUST MYSELF BUT MY SUCCESSORS. AN OFFICE THAT HAS CLEAR AREAS OF RESPONSIBILITIES AND ROLES THAT EMPOWER THE EXPERTISE AND DISCIPLINE OF EQUITY. I THINK THAT'S AN IMPORTANT CONCEPT TO HOLD. THIS IS A DISCIPLINE OF WORK THAT REQUIRES EXPERTISE TO MOVE IT FORWARD AND I'M EXCITED AND THE EXCITED ABOUT THE FUTURE THAT WE INVEST IN AND BUILD THE CAPACITY TO DO THAT ON BEHALF OF THIS ORGANIZATION. I KNOW MARISSA IS GOING TO TALK ABOUT NEXT STEPS. I COULDN'T BE MORE EXCITED. MORE COMMITTED TO SEEING NOT JUST THE SUCCESSFUL IMPLEMENTATION OF WHAT WE HAVE ALREADY PUT FORWARD. THOSE MINIMUM STANDARDS ARE A STRONG BASELINE. MORE IMPORTANTLY TO SEE HOW WE MOVE FORWARD THESE ADDITIONAL

BEDROCK ACTIONS THAT ARE RECOMMENDED BY OUR CONSULTANTS THAT ADVANCE US TOWARDS THAT VISION OF SAFETY, TRUST AND BELONGING AND CERTAINLY TO THE CONVERSATION WE HAD EARLIER I THINK THEIR INTENTIONALITY AROUND MAKING SURE THAT THESE RECOMMENDATIONS ARE EMBEDDED INTO THE WORK FORCE EQUITY STRATEGIC PLAN IS SOMETHING THAT WE'LL HOLD TRUE TO. THAT'S ALL I HAVE TO SAY. I'M REALLY HAPPY ABOUT WHERE WE ARE AND WHERE WE HAVE THE POTENTIAL TO GO. I'LL PASS IT TO MARISSA TO TALK ABOUT NEXT STEPS.

>> BEFORE MARISSA TALKS DO WE HAVE QUESTIONS? I KNOW THERE'S BEEN A LOT. AS WE HAVE SAID BEFORE, THIS IS NOT THE END, SO WE HAVE PLENTY OF TIME FOR MORE QUESTIONS.

Commissioner Stegmann: THANK YOU, CHAIR. THANK YOU, EVERYONE. I KIND OF HAVE A RHETORICAL BUT YET SPECIFIC QUESTION OF OUR EMPLOYEES AND STAFF. I HAVE HEARD SOME CRITICISM OF MAYBE OF THE FOLKS THAT WERE CHOSEN TO REPRESENT OUR FRONT LINE STAFF. SO MY QUESTION IS THAT DO OUR EMPLOYEES AND OUR STAFF FEEL LIKE THEY WERE APPROPRIATELY REPRESENTED? I KNOW THAT I HAD THE OPPORTUNITY TO MEET WITH THE EOC, AND THEY VOICED SOME RECOMMENDATIONS AND CONCERNS THAT I WOULD LIKE TO HAVE ADDRESSED AS WELL, BUT I HAVE AN OPEN DOOR POLICY. ANY EMPLOYEE CAN COME AND MEET WITH ME, EMAIL ME, CALL ME. I WANT TO MAKE SURE JUST AS WHAT'S BEEN SAID IS THAT THIS ISN'T HOLLOW WORK. THIS IS REAL, CHALLENGING WORK. I NEED TO BE ASSURED THAT THE VOICES THAT WE'RE HEARD FROM TODAY AND I APPRECIATE THEM THAT THEY ARE REPRESENTATIVE OF OUR FRONT LINE STAFF. THAT'S A QUESTION IN MY MIND THAT I WILL ONLY HAVE ANSWERED IF PEOPLE CONFIRM THAT WITH ME OR OTHERWISE. I WANT TO MAKE SURE THOSE VOICES ARE REPRESENTATIVE OF OUR EMPLOYEES. THE SAME THING, DO YOU FEEL THIS PROCESS HAS BEEN TRANSPARENT? DO YOU FEEL IT'S BEEN AUTHENTIC AND GENUINE? AGAIN, IF YOU FEEL THAT IT HAS NOT THEN I DON'T THINK THAT WE'LL REACH THE GOALS THAT WE'RE TRYING TO ATTAIN. I'M ASKING FOR FEEDBACK. I APPRECIATE THAT COMMISSIONER SMITH HAS BEEN REACHED OUT TO AND THAT I HAVE BEEN REACHED OUT TO. I WOULD LIKE TO HEAR MORE FROM OUR STAFF. WITH THAT BEING SAID, I DO HAVE SOME QUESTIONS. I'M NOT SURE WHO IS BEST TO ANSWER. IT WAS BROUGHT UP TO ME WHY ARE WE NOT LEADING WITH RACE? I'M JUST ASKING THAT QUESTION. I WOULD KIND OF LIKE TO TAKE A DEEPER DIVE ABOUT THAT. IF SOMEBODY COULD MAYBE ADDRESS THAT, IT SEEMS LIKE THIS WHOLE CONVERSATION, THIS IS WHAT THIS CONVERSATION WAS ABOUT. ABOUT I WOULD LIKE TO KNOW WHY WE HAVE CHOSEN NOT TO LEAD WITH RACE.

>> PROFESSOR POWELL, ARE YOU STILL ON THE PHONE?

John Powell: I AM.

>> WOULD YOU MIND EXPLORING THAT QUESTION FOR COMMISSIONER STEGMANN?

John Powell: SURE. SO THIS IS AN IMPORTANT CONVERSATION. I STARTED ON THE CONCEPT OF NOT MAKING. [AUDIO NOT UNDERSTANDABLE] I THINK WE HAVE A LOT GOING HERE. IT'S NOT PERFECT BUT IT'S AN ASPIRATION. YOU'RE TRYING I THINK APPROPRIATELY SO TO DEAL WITH A COMPLEX SET OF ISSUES. OBVIOUSLY TOUCHED OFF IT BY TRISHA BUT YOU'RE DEALING WITH SOMETHING MUCH LARGER. THERE'S BEEN A DISCUSSION SOME OF YOU MAY KNOW. [AUDIO NOT UNDERSTANDABLE] WHICH I TALK A LOT ABOUT SOME OF THESE THINGS.

John Powell: I THINK RACE IS PROPERLY UNDERSTOOD SORT OF FOUNDATIONAL IN TERMS OF UNDERSTANDING AMERICA, NOT JUST IN TERMS OF UNDERSTANDING BLACK PEOPLE OR LATINOS BUT UNDERSTANDING AMERICA. IT'S ALMOST NEVER PROPERLY UNDERSTOOD. I THINK IF IT'S FINDING A WAY THAT ACTUALLY OPENING UP SO YOU ARE UNDERSTANDING OPPRESSION, A SIDE NOTE THERE'S A DISCUSSION RIGHT NOW IN TERMS OF WHICH IS MORE FOUNDATIONAL IN TERMS OF OPPRESSION AND HIERARCHY EXPLOSION, RACE OR GENDER. [AUDIO NOT UNDERSTANDABLE] IN DIFFERENT SITUATIONS, DIFFERENT CONTEXTS ONE OR THE OTHER CAN BE MORE IMPORTANT. I CAN GO INTO MORE DETAIL BUT I WON'T RIGHT NOW. I DON'T THINK YOU START OFF CATEGORICALLY. HOW YOU SHOW -- GIVE YOU ONE MORE THING. I OFTEN SAY KNOWLEDGE IS NOT THE SAME AS COMMUNICATION. COMMUNICATION IS NOT THE SAME AS NARRATIVE. NARRATIVE IS NOT THE SAME AS STRATEGY. STRATEGY IS NOT THE SAME AS ORGANIZING. YOU NEED ALL THOSE THINGS AND SOMETIMES WE HAVE A GOOD AMOUNT OF IT. WE'RE JUST GOING TO PUT UP, ANALYZE, PUT IT UP AND PEOPLE SHOULD BE PERSUADED. IT'S NOT THE WAY THE MIND WORKS. THE ANNOUNCEMENT IS IMPORTANT.

THE COMMUNICATION IS NOT THE SAME AS NARRATIVE. BEING STRATEGIC WHAT ARE YOU TRYING TO DO, WHO ARE YOU TALKING TO, WHY ARE YOU TALKING TO THEM, BE MORE CONCRETE. IF YOU'RE DEALING WITH WOMEN WHO HAVE BEEN SEXUALLY HARASSED OR THE ME TOO MOVEMENT, YOU CAN -- AGAIN, THIS IS A HUGE DISCUSSION, IT CAN BE RACIALIZED AND NOT RACIALIZED. I HAVE BEEN PUSHING IT FOR SEVERAL YEARS. AT THE NOW UNFORTUNATELY A LIVING PROBLEM. AUTHORITARIANISM IN BRAZIL, TURKEY, GERMANY, IT'S ORGANIZED AROUND THE ETHIC. THE OTHER IS SOMETIMES RACIAL AND SOMETIMES NOT. IF YOU LOOK AT NATIONALLY IN TERMS OF THE SELECTION CYCLE, THE GROUP, BLACKS IN PARTICULAR, HAVE BEEN VILIFIED FOR A LONG TIME. I HAVE A PROJECT. [AUDIO NOT UNDERSTANDABLE] MORE POIGNANT, BUT THE GROUP MOST VILIFIED IN THE LAST THREE, FOUR YEARS WERE NOT BLOCKS ON THE SCALE IN TERMS OF POLICE SHOOTINGS BUT ACTUALLY MUSLIMS. IT'S NOT SIMPLE. I THINK YOU CAN LOCK YOURSELF IN, NOT BE STRATEGIC. I THINK RACE IS CENTRAL. RACE IN TERMS OF A

COMPLICATED COUNTY LIKE MULTNOMAH COUNTY BUT YOU DON'T WANT TO SAY EVERYTHING HAS TO LEAD WITH RACE. I THINK YOU WANT TO BE GROUNDED IN THE WAY RACE WORKS AND TARGETED DIVERSITY HELPS WITH THAT. EVEN AS WE STARTED TALKING WITH PEOPLE ON THE STAFF WE ALL THE EMPLOYEES, SOME PEOPLE ARE SAYING YOU'RE NOT REALLY DOING VERY MUCH WITH DISABILITY. DISABILITY AND RACE AND SEXUAL ORIENTATION, IMMIGRATION, ALL THOSE COME TOGETHER. WHAT YOU WANT TO ACTUALLY -- CREATE A SPACE FOR PEOPLE SO THEY CAN SEE THEMSELVES INCLUDING WHITE PEOPLE. SO I THINK A RACIAL ANALYSIS. [AUDIO NOT UNDERSTANDABLE] IN AMERICA IS KEY. YOU CAN'T UNDERSTAND AMERICA AND PAUL KRUGMAN MADE COMMENTS MUCH THE SAME YOU CAN'T UNDERSTAND THE AMERICAN ECONOMY WITHOUT UNDERSTANDING RACE.

John Powell: HIGHER UNDERSTANDING IS QUITE COMPLICATED. I THINK CAN MAKE RACE CENTRAL TO WHAT YOU'RE DOING, HOW YOU UNDERSTAND THINGS, IT'S CRITICAL. I WOULDN'T SAY CATEGORICALLY THAT'S ALWAYS WHAT YOU LEAD WITH. IF YOU DO, I LIVE IN CALIFORNIA, I PUSH -- WE HAVE THE LARGEST SINGLE POPULATION, LARGEST PLURALITY OF LATINOS. IT CAN BE ANY RACE. THEY FEEL LIKE JUST TALKING ABOUT RACE FIRST YOU'RE DISAPPEARING ME. YOU'RE NOT TALKING ABOUT MY EXPERIENCE. THERE ARE MORE LATINOS IN CALIFORNIA THAN ANY OTHER GROUP. SECOND LARGEST MINORITY IN THE UNITED STATES. SO I JUST THINK -- I CERTAINLY DON'T WANT TO REDUCE I DON'T THINK WE SHOULD ERASE RACE. WITH A SYNAGOGUE THAT'S BEEN BOMBED THEY MAY WANT TO START TALKING ABOUT RELIGION INSTEAD OF RACE. IN A CENSURE ACTUALLY CONNECTING WITH PEOPLE AND CONNECTING THEIR STORIES TO A LARGER STORY. THEY EXPERIENCED A LARGER SET OF EXPERIENCES. NATIVE POPULATIONS. AGAIN, I SUPPORT THE INPUT BUT I THINK YOU DON'T WANT TO BE CATEGORICAL IN SAYING WE'RE ALWAYS GOING TO LEAD WITH A PARTICULAR EXPERIENCE WHEN DEALING WITH A COMPLEX POPULATION OR COMPLEX HISTORY.

Commissioner Stegmann: THANK YOU. I REALLY APPRECIATE THAT. I DO THINK WE'RE TALKING A LOT ABOUT GAPS. ONE OF MY FAVORITE AUTHORS TALKS ABOUT MINING THE GAPS. SO I DO THINK THERE'S AN OPPORTUNITY TO STEP INTO THAT GAP AND HAVE -- I APPRECIATE YOU EXPLAINING THAT FURTHER. BUT I'M NOT -- WE TALKED ABOUT PERCEPTION. I JUST THINK THERE MAY BE SOME EMPLOYEES THAT HAVE A DIFFERENT PERCEPTION SO WE NEED TO STEP INTO THAT CONVERSATION AND SEE IF WE CAN GET EVERYBODY MOVING IN THE SAME DIRECTION.

John Powell: SOUNDS GREAT.

Commissioner Stegmann: JUST SOME OTHER REALLY BRIEF COMMENTS, THE TARGETED UNIVERSALLALITY IS -- MAYBE THAT'S THE WAY TO GET WHAT HAS BEEN COMMUNICATED TO ME OF A CONCERN. SO ABSOLUTELY EMPOWERING THE ODE, I THINK, IS HUGE. WE CAN SIT AND TALK ABOUT WHAT WE ASPIRE

AND WHAT WE WANT TO DO BUT IF WE DON'T GIVE PEOPLE THE AUTHORITY AND TOOLS TO IMPLEMENT THAT VISION THEN WE'RE NOT GOING TO ACHIEVE WHAT WE WANT AND NEED TO. THOSE ARE JUST A FEW OF MY COMMENTS. I'LL DEFER TO THE REST OF THE BOARD.

Commissioner Vega Pederson: THANK YOU, CHAIR. THANK YOU SO MUCH. I HAD A COUPLE OF QUESTIONS I THINK FOR FRAN AND PAUL POSSIBLY JOHN TOO ON THE RECOMMENDATIONS. ARE WE GOING TO HAVE A CHANCE FOR REMARKS AT THE END?

Chair Kafoury: YES.

Commissioner Vega Pederson: I'LL JUST DO MY QUESTIONS RIGHT NOW. MY QUESTION MIGHT BE ANSWERED BY YOUR NEXT STEPS. I APPRECIATE SO MUCH THE WORK THAT YOU HAVE DONE COMING INTO MULTNOMAH COUNTY, ENGAGING WITH OUR EMPLOYEES ON THE ADVISORY COUNCILS AND PUTTING TOGETHER THIS RECOMMENDATION. I THINK THAT THERE'S SO MUCH HERE FOR US TO USE AS REALLY THE SEED FOR WHAT WE WANT TO GROW AND THE DIRECTION WE WANT TO GROW AT MULTNOMAH COUNTY. ONE OF THE THINGS, THOUGH, THAT WAS A QUESTION FOR ME AS WE STARTED THIS PROCESS WAS AROUND THE HUMAN RESOURCE. IT WAS MORE OF A STRUCTURAL QUESTION HONESTLY THAN I THINK YOU GAVE US VERY CONCRETE THINGS THAT WE NEED TO DO IN TERMS OF HIRING, RETENTION, RECRUITMENT, RETENTION, ACCOUNTABILITY.

THOSE ARE VERY IMPORTANT BUT REALLY ONE OF THE POTENTIAL NOT WEAKNESSES, ONE OF THE POTENTIAL STRUCTURAL ISSUES WITH HOW WE DO H.R. AT THE COUNTY IS WE HAVE CENTRALIZED H.R., BUT WE ALSO HAVE H.R. THAT IS IN DIFFERENT DEPARTMENTS. THERE HAS BEEN A STRUGGLE WITH HAVING EMPLOYEES INTERACTING WITH HRIN A CONSISTENT AND EQUAL WAY. WE HAVE HAD ISSUES WITH HOW -- INFORMATION WAS COMMUNICATED. COMPLAINTS ARE HANDLED. ALL OF THESE THINGS. SO I JUST WAS CURIOUS IF YOU HAD RECOMMENDATIONS AROUND THAT STRUCTURAL QUESTION. IN A SIMILAR WAY WITH THE RECOMMENDATIONS TO REALLY STRENGTHEN AND FLEX ODE, WHICH I THINK IS A GREAT RECOMMENDATION THERE'S ALSO THE RECOMMENDATIONS THAT EACH DEPARTMENTS HAVE THEIR OWN WORK FORCE EQUITY PLANS AND THEIR OWN REALLY ODE, YOU KNOW, COMPONENTS. I THINK THAT'S REALLY IMPORTANT THAT IN ORDER TO LIFT UP THE WORK THAT WE'RE DOING TO SPREAD IT OUT THROUGHOUT THE COUNTY BUT REALLY WANT TO MAKE SURE WE DON'T FALL INTO THAT SAME PATTERN OF HAVING THIS LACK OF CONSISTENT MESSAGING AND WORK THROUGHOUT THE COUNTY. DO YOU HAVE A RESPONSE?

Paul Hudson: YES. WE DID LOOK AT THAT. WE DID TALK TO IN OUR INTERVIEWS STAFF ABOUT THAT ISSUE. WE ARE RECOMMENDING A LOT OF CHANGE FOR

THE COUNTY. A LOT OF EXTREME CHANGE, SO TO SPEAK. EMPOWERING ODE TO THE EXTENT THAT WE HAVE IS A LOT OF CHANGE FOR THIS ORGANIZATION. SO WE CAME TO THE CONCLUSION THAT ADDING THE TRAUMA OF MERGING ODE WITH ALL THE EQUITY MANAGERS, PUT THEM ALL UNDER ONE ROOF, OR HR, THAT THE BENEFITS FROM THE RESTRUCTURE WERE OUTWEIGHED BY THE TRAUMA THAT YOU GO THROUGH DOING THAT AT THE SAME TIME THAT YOU'RE TRYING TO IMPLEMENT THIS TARGETED UNIVERSALISM AND ALL THESE OTHER RECOMMENDATIONS. IT WAS TO BE PERFECTLY HONEST A TRADEOFF TO SAY WE THINK THAT YOU CAN DO THESE WITHOUT THAT MERGER, AND IF YOU CAN IT'S PROBABLY MORE PRODUCTIVE IN GETTING THE RECOMMENDATIONS ACCOMPLISHED IF YOU'RE NOT TRYING TO DO IT AT THE SAME TIME THAT YOU'RE TRYING TO MERGE THESE HUGE DEPARTMENTS. WHAT WE HAVE -- WHAT WE'RE RELYING ON IS TERMINOLOGY THAT SAYS PARTNERSHIP. WE TALKED VERY SPECIFICALLY WITH THE STAFF, TRAVIS AND BEN, ABOUT HOW THEY NEED TO INTERFACE WITH H.R. DEPARTMENT EQUITY MANAGERS DEPARTMENT AND HOW THOSE MANAGERS AT THE DEPARTMENT WILL HAVE TO BE EMPOWERED TO WORK WITH THE DEPARTMENTS SO THAT YOU GET THINGS IMPLEMENTED AT THE DEPARTMENT LEVEL. I THINK TRAVIS IS RIGHT. SO MUCH OF THIS IS DEPARTMENTAL. MANAGERS, FRONT LINE STAFF. THE SHORT ANSWER IS WE DIDN'T FEEL THAT COUNTY COULD DEAL WITH THEM BOTH WELL AT THE SAME TIME.

Commissioner Vega Pederson: SO THESE ARE THE -- GO AHEAD.

John Powell: COUPLE OF THINGS. IF YOU MAKE THESE CHANGES YOU GOT TO CHANGE THE WHOLE ORGANIZATION. YOU'RE NOT DONE. ORGANIZATION IS ALWAYS GROWING AND CHANGING. THERE ARE ADVANTAGE AND DISADVANTAGES. YOU CAN'T -- IT SHOULD BE MUCH LONGER IN SOME RESPECTS. WE COULD HAVE HAD THIS LONG JUST LOOKING AT ONE THING. WHAT I HEAR YOU ASKING IN PART IS WE HAVE CONSISTENCY IF YOU HAVE IT CENTRALIZED BUT THERE'S A TENDENCY TO HAVE IT MORE REMOVED AND MORE BUREAUCRATIC IF YOU HAVE IT CENTRALIZED. THERE ARE DIFFERENT WAYS OF ACHIEVING BOTH, WHICH IS THAT WE WANT SOME THINGS TO BE CENTRALIZED. WE ALSO WANT GUARDRAILS. AS LONG AS YOU STAY WITHIN THESE BOUNDARIES, THEN YOU HAVE SOME FLEXIBILITY, WHICH IS APPROPRIATELY DONE A POSITIVE THING. OUTSIDE THE BOUNDARIES THEN IT'S EVEN MORE CENTRALIZED. THAT'S BEEN DONE IN A NUMBER OF LARGE COMPANIES. YOU WANT THE DEPARTMENTS OR MANAGERS TO HAVE SOME DEGREE -- [AUDIO NOT UNDERSTANDABLE] THINK ABOUT EQUITY. IT'S A MOVE AWAY FROM EQUALITY. ONE IDEA ESPECIALLY IN TERMS OF DEALING WITH RACE IF YOU SAY BLACKS AND LATINOS AS WE HAVE TREAT WHITE, EVERYBODY THE SAME. THAT'S THE MOST SIMPLE IDEA BUT LITERALLY THE CASE OF ACTUALLY DOING ESL OUT OF CALIFORNIA WENT ALL THE WAY TO THE UNITED STATES SUPREME COURT BECAUSE SOME PEOPLE GOT STUCK WITH WE NEED TO TREAT ALL STUDENTS THE SAME SO ALL WILL LEARN IN

ENGLISH. THAT'S WHAT TREATING PEOPLE THE SAME MEANS. IN RETROSPECT, REALLY, WE COULDN'T JUST SAY THAT'S NOT WHAT WE MEAN? BUT EQUITY ACTUALLY IS A CORRECTIVE TO THAT SAYING PEOPLE ARE NOT ALL SITUATED THE SAME SO WE DON'T WANT TO TREAT EVERYBODY THE SAME. YOU WANT TO TREAT EVERYONE FAIRLY. IN TALKING TO THE UNIVERSITIES AGAIN, CAN YOU GET TO FIRST OF ALL -- [AUDIO NOT UNDERSTANDABLE] PAUL IS SAYING YOU HAVE TO STAGGER THINGS. YOU CAN'T DO EVERYTHING AT ONCE. FORD FOUNDATION WHENEVER THEY HIRE A NEW PRESIDENT THEY CLOSE THE SHOP FOR TWO YEARS WHILE THEY REORGANIZE. GRANTEES ARE LIKE DYING. TWO YEARS? I UNDERSTAND IT'S A BIG ORGANIZATION BUT NOT NEARLY AS BIG AS YOU ARE. YOU MAY THINK ABOUT SOME OTHER THINGS AS WELL IN TERMS OF IF WE ARE NOT SEEING CERTAIN THINGS IN TERMS OF H.R., WE WILL CENTRALIZE OR CENTRALIZE SOME ASPECTS OF IT OR CREATE CLEAR DIRECTIVES. WE TALKED ABOUT THAT, BUT WE HAVE. [AUDIO NOT UNDERSTANDABLE] WHAT DO YOU START WITH? AGAIN START DOESN'T MEAN YOU CAN'T COME BACK AND LOOK AT THAT AND HAVE SOME METRIC TO KNOW IF THAT'S A SERIOUS PROBLEM THAT NEEDS TO BE FRONTLOADED MORE OR CAN IT WAIT.

Commissioner Vega Pederson: THANK YOU.

Chair Kafoury: QUESTION?

Commissioner Meieran: I JUST WANT TO FOLLOW UP. I COMPLETELY AGREE. I HAVE THE SAME CONCERN OR QUESTION AS COMMISSIONER VEGA-PEDERSON. THAT WAS ACTUALLY VERY HELPFUL AND SORT OF EXPLAINING WHY NOT DO IT ALL NOW AND JUST HAVE EVERYTHING BLOW -- THE RISK-BENEFIT ANALYSIS THERE. JUST TO VOICE THAT THAT IS SUCH A CONCERN THAT I DID HEAR FROM EMPLOYEES AS WELL, THE INCONSISTENCY AND DIFFERENT STANDARDS AMONG DEPARTMENTS BUT NOT JUST BETWEEN THE DEPARTMENTS THEMSELVES BUT FROM SUPERVISORS WITHIN THE SAME DEPARTMENT THERE CAN BE SUCH INCONSISTENCY. I HAD A QUESTION AS TO THE -- I SEE LET'S NOT DO ALL OF THIS AT ONCE WITH THE RESTRUCTURING OF H.R., DO ALL OF THAT NECESSARILY, BUT WHAT IS THE ACCOUNTABILITY MECHANISM? MAYBE MARISSA THIS COULD BE A GOOD SEGUE. WHAT WOULD THE ACCOUNTABILITY MECHANISM BE TO ENSURE THAT THAT CONNECTICUT SIP AND APPROACH AND IN STANDARDS IS APPLIED EVERYWHERE DANT DOESN'T GET LOST IN THE SHUFFLE.

Marissa Madrigal: I WILL TALK ABOUT THAT A LITTLE BIT. THE ACCOUNTABILITY IS MULTI LEVEL. THIS IS THE HIGHEST LEVEL OF ACCOUNTABLE, YOU AS THE BOARD OF COMMISSIONERS AND THE CHAIRS, THE CEO. YOU CAN HOLD US ACCOUNTABLE TO THE WORK FORCE EQUITY STRATEGIC PLAN. I THINK THE RECOMMENDATIONS AROUND A COMMITTEE, RECOMMENDATIONS AROUND THE AUTHORITY OF THE OFFICE OF DIVERSITY AND EQUITY PROVIDE ADDITIONAL ACCOUNTABILITY. IT'S NOT JUST ONE LEVER, IT'S MULTI

LAYERED. I HOPE OUR EMPLOYEES WILL HOLD US ACCOUNTABLE ALSO. CONTINUE TO BE IN DIALOGUE WITH US AROUND HOW WE'RE DOING. WHILE I HAVE A MOMENT BEFORE I GO INTO NEXT STEPS I WANTED TO COMMISSIONER STEGMANN BE THE FIRST EMPLOYEE OF COLOR TO RESPOND TO YOUR QUESTION WITH WHETHER THE COMMITTEE REPRESENTS ME. I WANT TO SAY THAT AIMEERA REPRESENTS ME. RAYMOND REPRESENTS ME. PERCY REPRESENTS ME. I'M SO GRATEFUL THAT THEY STUCK THEIR NEXT OUT TO BE ON THIS COMMITTEE AND TO DO THIS WORK. THEY REPRESENT A LOT OF PEOPLE. I KNOW I'M NOT ALONE. NO PROCESS IS PERFECT BUT I'M PROUD OF THE WORK THAT THEY DID AND AS AN EMPLOYEE MYSELF I THANK THEM FOR THEIR VOICE AND THEIR WORK.

Paul Hudson: CAN I JUST ADD ONE THING TO THE ACCOUNTABILITY? THERE ARE SPECIFIC TIMELINES AND PERFORMANCE DATES WITHIN THE RECOMMENDATIONS. WE ARE ENCOURAGING MANAGEMENT TO REVIEW THOSE TO ENSURE THEY ARE REALISTIC WITH PEOPLE'S WORKLOADS AND BUDGET, BUT YOU HAVE TO HAVE TIMELINES IN YOUR PLANS FOR THESE THINGS. YOU SHOULD HAVE A DATE WHEN IT COMES BACK TO SAY THES HAVE THE DEPARTMENTS HAVE THEIR EQUITY PLANS, THEY ALL ADDRESS CERTAIN MINIMUM THINGS WE WANT TO SEE DONE. THAT'S BY A CERTAIN DATE. MARISSA GETS HELD ACCOUNTABLE FOR ENSURING THAT HAPPENS. SHE HOLDS THE DEPARTMENTS ACCOUNTABILITY. THE SAME WITH BEN AND HIS DEPARTMENT. THE IDEA IS THAT THESE HAVE TO BE DONE BY A CERTAIN TIME. SOMEONE ON THIS COMMISSION CAN BE LOOKED TO TO SAY WHY WASN'T THAT DONE IN THIS TIME FRAME AND WHAT REASONS ARE WE HEARING AND ARE THEY REASONABLE. WHAT CORRECTIVE ACTION DO WE NEED TO TAKE. THOSE ARE BUILT INTO THE PLAN.

Chair Kafoury: DO WE HAVE OTHER QUESTIONS FOR THIS PANEL?

Commissioner Smith: YES, MADAME CHAIR. MARISSA, THANK YOU. I APPRECIATE THE EMPLOYEES AND YOU SAYING THEY REPRESENT YOU BUT YOU'RE MANAGEMENT. YOU'RE THE COO. THEY REPRESENT THE OTHER EMPLOYEES. THEY REPORT TO YOU. MY QUESTION IS, I HEARD TWO THINGS HERE. I HEARD THE EMPLOYEES SAY THEY WANT TO LEAD WITH RACE, THEN I HEARD THE CONSULTANTS SAY NO. SO WHICH ARE WE DOING?

Ben Duncan: I WANT TO MAYBE SPEAK TO A COUPLE -- I'M NOT TYPICALLY IN THE HABIT OF DISAGREEING WITH JOHN POWELL. ONE OF THE THINGS HE PUT FORWARD IS THAT WE HAVE TO GAIN SOME SOPHISTICATION AROUND THE WHY. THAT'S WHAT I TOOK AWAY. WE HAVE -- AS I MENTIONED WE STARTED WITH THE EQUITY DEPARTMENT LENS, WHEN YOU SAY THE FULL NAME IT'S RACIAL JUSTICE FOCUS. WE INSERTED WHY WE LEAD WITH RACE IN THE WORK FORCE EQUITY STRATEGIC PLAN. WE HAVE ALIGNED OURSELVES WITH THE NATIONAL GROUP THAT HAS JURISDICTIONS ALL OVER THE COUNTRY TALKING ABOUT LEADING WITH RACE. FOR ME IT'S NOT ACTUALLY A

QUESTION. WHETHER FOLKS BELIEVE WE SHOULD OR WHETHER OUR NARRATIVE OR COMMUNICATION TO WHAT JOHN WAS SPEAKING ABOUT IS EFFECTIVE, ARE WE TALKING ABOUT IT PROPERLY I FEEL WE PUT IT OUT PUBLICLY THAT THAT'S OUR --

Commissioner Smith: NO, NO, NO. I DIDN'T ASK THAT QUESTION. [APPLAUSE] WHAT I WANT CLEAR ON, WHAT DIRECTION WE'RE GOING IN. ARE WE LEADING WITH RACE OR ARE WE NOT? THE CONSULTANT SAID NO. JOHN SAYS NO. BUT THE EMPLOYEES SAY YES. THAT'S WHAT I'M TRYING TO GET TO. WHAT DIRECTION ARE WE GOING TO? IN TERMS OF GOING FORWARD, MARISSA, I DON'T THINK WE CAN GO FORWARD UNTIL WE FIGURE OUT HOW WE'RE GOING TO LEAD, WHAT WE'RE GOING TO LEAD WITH. IT'S GREAT AND FINE AND I HEARD YOU, JOHN, TO TALK ABOUT NATIONAL, WHAT'S HAPPENING NATIONALLY, WHAT'S HAPPENING IN PITTSBURGH. YOU HAVE TO KEEP IT TO WHAT'S HAPPENING IN MULTNOMAH COUNTY. THE DISPARITY AROUND RACE IN THIS COUNTY IS REAL. THE CHALLENGE IS REAL. WE GOT TO KEEP IT TO WHAT'S GOING ON WITH MULTNOMAH COUNTY. IF WE DON'T WE'RE GOING TO GET SIDETRACKED BY NATIONAL POLITICS AND JUST FROM MY VIEW I DON'T WANT RACE TO BE TUCKED IN TO A CORNER AND THEN WE START DOING THESE OTHER THINGS AND FORGET ABOUT ALL THOSE PEOPLE WHO CAME BEFORE US WHO WERE PEOPLE OF COLOR.

Chair Kafoury: THIS IS NOT A DEFINITIVE ANSWER BECAUSE WE WILL BE VOTING ON THE NEXT STEPS COMING UP IN DECEMBER. I THINK WHAT BEEN WAS SAYING THIS IS RECOMMENDATIONS WE WILL BE PUTTING INTO OUR WORK FORCE EQUITY STRATEGIC PLAN. WE'RE GOING TO READOPT IT WITH CHANGES. IF YOU LOOK AT THAT PLAN VERY SPECIFICALLY CALLS OUT LEADING WITH RACE. SO WE'RE NOT -- WE'RE NOT GOING TO CHANGE THE CONSULTANT'S REPORT AS WRITTEN. I WILL SAY WE WILL CONTINUE TO HAVE CONVERSATIONS ABOUT THAT. THE WORK FORCE EQUITY STRATEGIC PLAN WE HAVE ALREADY ADOPTED HAS THAT LANGUAGE IN IT.

Paul Hudson: I JUST WANT TO ADD, YOUR WORK FORCE STRATEGIC PLAN LEADS WITH RACE AND CLEARLY INCLUDES A STRATEGY OF TARGETING UNIVERSALISM. IT'S NOT FALSE, BUT IT'S NOT CONSISTENT WITH THE RECOMMENDATIONS ARE CONSISTENT WITH LEADING WITH RACE WITHOUT THAT BEING THE MESSAGING THAT YOU HAVE.

Paul Powell: IF I COULD SAY TWO THINGS. WE'RE MAKING RECOMMENDATIONS, WHICH ARE -- WHICH YOU'RE FREE TO REJECT OR MODIFY. I COMPLETELY AGREE WITH WHAT PAUL SAID, THIS WAS A LARGER DISCUSSION AND I THINK IT WAS COMMISSIONER SMITH, I DON'T KNOW ANYWHERE IN THE UNITED STATES WHERE RACE IS NOT REAL -- RACISM IS NOT REAL. I'M NOT SUGGESTING THAT. I THINK IT'S JUST NOT UNDERSTOOD. AND LEADING WITH RACE -- TO PUT IT DIFFERENTLY, OFF [INDISCERNIBLE] OFTEN DISAGREE WITH WHAT I HAVE TO SAY, BUT WHAT I'M SUGGESTING IS A RACIAL ANALYSIS IS

THE HEART OF UNDERSTANDING AMERICA. THAT'S NOT THE SAME AS RACIAL COMMUNICATION. WE'RE SAYING LEADING WITH RACE, TO ME IT'S NOT CLEAR -- SOME PEOPLE -- WHEN I TALKED ABOUT RACE BEING COMPLICATED, IT IS COMPLICATED. SO YOU CAN'T UNDERSTAND ELECTORAL COLLEGE, CAN'T UNDERSTAND THE ECONOMY, YOU CAN'T UNDERSTAND HOUSING, YOU CAN'T UNDERSTAND IDENTITY IN THE UNITED STATES WITHOUT -- BUT IT DOESN'T MEAN FOR ME AT LEAST, IT DOESN'T MEAN -- GO TALK TO PEOPLE WHO HAVE BEEN DETAINED BY INS. YOU HAVE TO START WITH THE RACIAL DISCUSSION. SO -- AND PART OF BRIDGING THIS IS HEARING OTHER PEOPLE'S STORIES. WE HAD A HARD TIME AT BERKELEY, I HAD A HARD TIME FORCING MY MANAGERS BASICALLY SAYING, YOU STILL HAVEN'T HIRED ANYONE WHO HAS A DISABILITY. WE HIRE 20 PEOPLE EVERY SUMMER, AND THEY GAVE ME ALL THE REASONS WHY THEY COULDN'T HIRE. IT'S NOT GOOD ENOUGH. SO I'M SAYING CATEGORICALLY, AGAIN, COMMUNICATION IS DIFFERENT THAN ANALYSIS. ANALYSIS I THINK IS RIGHT THERE. HOW YOU COMMUNICATE THAT IS I THINK MUCH MORE TRICKY, AND I THINK I WOULD ENCOURAGE THE COUNTY AND OTHERS TO THINK ABOUT HOW YOU CAN COMMUNICATE, WHY YOU'RE COMMUNICATING AND WHAT YOU'RE TRYING TO ACHIEVE. SO -- AND I'VE BEEN IN THE MIDDLE OF A LOT OF FIGHTS 10 BLACK LIVES MATTER AND THE WOMEN'S MOVEMENT, IMMIGRATION MOVEMENT, AND IT'S PART OF THE REASON I TALK ABOUT BRIDGING. YES, YOU CAN'T LOSE RACE, BUT NEITHER DO YOU WANT TO ERASE SOMEONE ELSE'S EXPERIENCE. SO SOMEONE IS SAYING I GOT SLAMMED BECAUSE I SPEAK SPANISH, NO, YOU GOT SLAMMED BECAUSE YOU ARE BLACK, WHITE, I THINK BEING ABLE TO HEAR THAT AND COMMUNICATE THAT IS WHAT I'M SUGGESTING, NOT THAT YOU DON'T SAY, THAT YOU DIMINISH RACE.

Commissioner Smith: MADAM CHAIR, I STILL RESPECT WHAT YOU'RE SAYING, I DON'T HAVE THE BACKGROUND OR EXPERIENCE OR KNOW-HOW OR ALL THE STRATEGIES OFF THE TOP OF MY HEAD LIKE YOU DO. YOU'VE DONE SO MUCH WORK AROUND THIS ISSUE. BUT I WILL TELL YOU THIS -- IT RAISES A HUGE ISSUE HERE. AND IF WE DON'T TACKLE IT HEAD-ON, BECAUSE THIS WHOLE THING STARTED WITH TRISHA AND MARISSA BEING THE ONE PERSON, AND I THOUGHT THAT WAS A VERY AMBITIOUS GOAL OF HANDLING ALL THE DISCRIMINATION CASES. SO IF WE DON'T START WITH RACE, BECAUSE THAT'S WHERE IT BEGINS AND ENDS, I HEAR WHAT YOU'RE SAYING. IT WORKS IF YOU'RE IN A REAL -- IF EVERYBODY IS ON A LEVEL PLAYING FIELD, LIKE YOU GUYS SAW EARLIER IN THE PICTURE. BUT EVERYBODY IS NOT ON THE SAME LEVEL PLAYING FIELD, AND I HAVE TO SAY, MADAM CHAIR, I AM GLAD YOU'RE GOING TO BE HERE FOR THE NEXT FOUR YEARS, BECAUSE IT'S GOING TO TAKE THAT ALONE TO BE COMMITTED AND DEDICATED TO THIS. WE CAN'T DO THIS IN 38 DAYS. EVERYBODY UNDERSTANDING AND REALIZING THAT IT'S GOING TO TAKE SOME TIME TO GET THIS DONE, BUT IF YOU DO NOT ACKNOWLEDGE RACE AND DEAL WITH THE RACE ISSUES HERE AT MULTNOMAH COUNTY, PEOPLE MAY FEEL DISINTERESTED. THAT'S ALL I'M GOING TO SAY.

Chair Kafoury: DO WE HAVE ANY OTHER QUESTIONS OR COMMENTS? WE'RE GOING TO HAVE TIME FOR COMMENTS, BUT I'D LIKE MARISSA TO TALK ABOUT NEXT STEPS.

Marissa Madrigal: THANK YOU. CHAIR AND COMMISSIONERS, SO AGAIN, I'M MARISSA MADRIGAL, THE CHIEF OPERATING OFFICER, IN ABSORBING AND ANALYZING THE RECOMMENDATIONS, MY ASSESSMENT IS THAT IMPLEMENTATION OF THE RECOMMENDATIONLESS ALLOW MULTNOMAH COUNTY TO EXPAND THE TRANSFORMATIONAL WORK THAT BEGAN WITH THE DEVELOPMENT OF THE EQUITY LENS YEARS AGO, AND WILL ALLOW US TO BEGIN TO INSTITUTIONALIZE EQUITY PRACTICE ACROSS OUR STRUCTURE. YOUR ACCEPTANCE OF THESE RECOMMENDATIONS WILL ALSO REPRESENT THE MOST SIGNIFICANT INVESTMENT IN WORK FORCE EQUITY IN MULTNOMAH COUNTY'S HISTORY. I BELIEVE THIS INVESTMENT IS CRITICAL TO THE FUTURE STABILITY OF MULTNOMAH COUNTY, AND WOULD PROVIDE THE STRUCTURE TO REALIZE A VISION OF SAFETY, TRUST, AND BELONGING IN OUR WORKPLACE.

I THEREFORE RECOMMEND THAT YOU ACCEPT THE RECOMMENDATIONS. IMPLEMENTATION OF THE RECOMMENDATIONS WILL REQUIRE EXECUTIVE ACTION, COOPERATION FROM THE BOARD OF COMMISSIONERS THROUGH THE BUDGET DELIBERATION PROCESS, AND THE SIGNIFICANT CORPORATE EFFORT TO PLAN BUDGET AND PREPARE NEW STRUCTURAL AND CULTURAL ELEMENTS. WITH YOUR SUPPORT, I'LL WORK WITH YOUR OFFICE TO DEVELOP YOUR OFFICES TO DEVELOP A PLAN AND TIME LINE FOR ACTION. I HAVE A LOT OF MORE DETAIL ON SPECIFIC NEXT STEPS IN A MEMO I PREPARED FOR THE CHAIR AND THAT I'VE SHARED WITH YOU, AND IF EMPLOYEES OR MEMBERS OF THE PUBLIC ARE INTERESTED IN READING THAT, I THINK WE PUT THAT ONLINE THIS MORNING. BUT I WANTED TO GO OVER A FEW OF THE NEXT STEPS THAT ARE TOP OF MIND. AND THE FIRST IS THE CREATION OF THE INDEPENDENT COMPLAINT UNIT. AND I JUST WANT TO CLARIFY ONE THING WHILE I APPRECIATE THE KUDOS FOR BEING THE PERSON WHO REVIEWS THE COMPLAINTS, I HAVE TO SAY THAT IT'S NOT JUST ME, THERE'S ACTUALLY OVER THE LAST YEAR HAVE BEEN A HUGE ORGANIZATIONAL SHIFT TO PAY ATTENTION TO COMPLAINTS AND TO DEVELOP A PROCESS, A CONSISTENT PROCESS AROUND THE COMPLAINTS THAT HAS INVOLVED DOZENS AND DOZENS AND DOZENS OF PEOPLE, BOTH ON THE MANAGEMENT SIDE AND ON LABOR SIDE.

STEWARDS AND EMPLOYEES WHO HAVE COME FORWARD AND TESTED THE PROCESS AND GIVEN US FEET BACK ON OUR STILL IMPERFECT PROCESS. AND THAT SHIFT WAS NOT JUST IN REVIEW, BUT A SHIFT IN HOW WE THINK ABOUT THEM TO REVIEW THE COMPLAINTS NOT JUST FOR THE INTENT OF WHATEVER ACTION IS BEING COMPLAINED ABOUT, BUT THE IMPACT, AND REALLY MAKING SURE THAT WHEN WE DISCIPLINE PEOPLE, WE'RE

DISCIPLINING FOR THE IMPACT THAT THEY HAD, NOT THEIR INTENT. IF YOU DIDN'T KNOW THAT THAT WAS OFFENSIVE, YOU DO NOW. AND THAT I THINK HAS BEEN A FUNDAMENTAL SHIFT ALONG WITH SORT OF THE STRUCTURAL AND PROCESS PIECES WITH THE COUNTYWIDE REVIEW. THE NEXT STEPS, THE NEXT BIG PIECE IS AROUND HOW WE TRAIN MANAGERS AND -- AND OTHERS ALLUDED TO THE WORK WE NEED TO DO AS MANAGERS AND SUPERVISORS. AND WHAT I'M SUGGESTING IS A NEXT STEP TO SUPPORT THAT IS REALIGNMENT OF TALENT DEVELOPMENT GROUP TO BUILD AN ORGANIZATIONAL DEVELOPMENT MODEL THAT EMPHASIZES THE CRITICAL LEADERSHIP SKILLS NEEDED TO CREATE ENVIRONMENTS OF TRUST, SAFETY, AND BELONGING.

Marissa Madrigal: THIS PROGRAM WOULD STRATEGICALLY ALIGN COUNTYWIDE RECRUITMENT, ON BOARDING AND LEADERSHIP DEVELOPMENT EFFORTS WITH AN EXPLICIT GOAL OF STRENGTHENING MANAGERS' ABILITY, AND ACCOUNTABILITY IN CREATING A WORKPLACE CULTURE THAT REDUCES DISPARITY AND PROMOTES AFFIRMATIVE EQUITY OUTCOMES. THERE ARE I THINK PAUL'S DESCRIPTION OF THE ODE RECOMMENDATIONS AS AGGRESSIVE, I AGREE, AND I THINK IT'S VERY HOPEFUL. AND ONE WAY TO THINK ABOUT IF YOU TOTAL UP ALL THEIR RECOMMENDATIONS AROUND ODE IN AUTHORITY AND JOB DESCRIPTIONS WHAT YOU START TO SEE IS THE DEVELOPMENT OF ODE AS AN ANALOGOUS INSTITUTION TO OUR OFFICE OF FINANCE AND OUR CFO, WHO IS THE CHIEF FINANCIAL OFFICER AND SETS POLICY, AND THERE'S A STRUCTURE BOTH CENTRALLY AND WITHIN THE DEPARTMENT TO ENSURE ACCOUNTABILITY AND COMPLIANCE FOR THOSE POLICIES. YOU WOULD NEVER ASK MARK CAMPBELL TO SET POLICY AND ENFORCE IT ON HIS OWN WITHOUT RESOURCING HIM WITH ACCOUNTANTS, AND AUDITORS, AND PEOPLE TO HELP MAKE SURE WE'RE ADHERING TO THE FINANCIAL POLICIES. AND THE MATURITY OF EQUITY PRACTICE AT MULTNOMAH COUNTY IS GOING TO INVOLVE BUILDING A SIMILAR STRUCTURE TO WHAT WE HAVE IN FINANCE, OUR H.R., FOR EQUITY.

SO THAT BEN OR WHOEVER IS IN HIS POSITION IN THE FUTURE HAS THE RESOURCES, THE STRUCTURE, AND THE AUTHORITY TO ENSURE COMPLIANCE. WE DON'T HAVE A GOVERNMENT ACCOUNTABILITY -- GOVERNMENT ACCOUNTING STANDARDS BOOK TO LOOK AT, I -- BUT WE ARE STARTING TO BUILD THAT. SO AS A NEXT STEP I'D LOVE TO WORK WITH YOU AND THE CHAIR'S OFFICE AND ODE AND H.R. AND ALL THE COMPONENTS WE'LL NEED TO RESOURCE THE OFFICE OF DIVERSITY AND EQUITY TO ALIGN WITH OTHER INSTITUTIONAL MODELS OF POLICY AND ACCOUNTABILITY. AND THEN JUST WANTED TO TAKE A MOMENT TO REFLECT ON THIS WORK AND MY GRATITUDE FOR ALL THE PEOPLE, ALL THE EMPLOYEES WHO HAVE COME FORWARD THROUGH THE COMPLAINTS PROCESS AND THROUGH THE -- AND THROUGH THE CONSULTANT'S WORK. THE LESSONS OF THE LAST YEAR HAVE BEEN DEEP AND PLENTIFUL, SOMETIMES PAINFUL, FOR ALL OF US WHO HAVE LEAN THE INTO THIS WORK. I'M GRATEFUL FOR THE MANDATE FROM

EMPLOYEES, MANAGERS, THE CHAIR, AND COMMISSIONERS TO EXAMINE OUR INSTITUTIONAL STRUCTURE AND ALIGN OUR IMPACT WITH OUR INTENT. I'M GRATEFUL AS A PROFESSIONAL AND EXECUTIVE FOR THE EMPOWERMENT LENS, BUT ABOVE ALL, I'M GRATEFUL AS A LATINA MOTHER AND DAUGHTER OF AN IMMIGRANT WHO HAS SEEN MY FAMILY'S STORY REFLECTED IN THE STORIES OF OUR EMPLOYEES. FRANKLY, I DID NOT WORK MY WAY UP THE LADDER TO SIMPLY PRESIDE OVER A SYSTEM THAT OPPRESSES OR HARMS PEOPLE. I CAME TO CHANGE IT ALONGSIDE MANY OTHERS WHO HAVE CHOSEN PUBLIC SERVICE. THESE RECOMMENDATIONS PROVIDE A CONCRETE PATH FORWARD TO MAKING THINGS BETTER. THIS UNDERTAKING IS DEEPLY PERSONAL WORK FOR ME, OTHER MANAGERS OF COLOR, AND OUR WHITE ALLIES. IT REQUIRES THAT WE BOTH COLLECT DATA AND BE IN TUNE WITH THE PAIN PEOPLE CAN EXPERIENCE IN THE WORKPLACE.

Marissa Madrigal: ACTIONS THAT INSPIRE HOPE IN SOME MAY EVOKE FEAR IN OTHERS, DESPITE OUR UNIVERSAL GOAL OF A HEALTHY SUPPORTIVE WORKPLACE FOR ALL. WE NEED TO USE EMOTIONAL INTELLIGENCE TO LIFT OURSELVES OUT OF ANY DEFENSIVE OR REACTIONARY MODE AND CRITICALLY ASK HOW OUR APPROACH OR RESPONSE IS HELPING THE SITUATION OR MAKING IT WORSE. OUR EMPLOYEES AND CLIENTS HAVE LITTLE REFUGE FROM THE RACIST AND SEEN PHOBIC ATTITUDES BEING FLAMED AT THE HIGHEST LEVELS OF OUR GOVERNMENT. THOSE ATTITUDES CAN AND DO PENETRATE OUR WORKPLACE. MULTNOMAH COUNTY DOES NOT AND CANNOT DICTATE THE MINDSETS OF OUR EMPLOYEES, BUT WE CAN BE CLEAR ABOUT OUR VALUES AND OUR EXPECTATIONS AND BUILD -- TO SUPPORT THEM AND HOLD PEOPLE ACCOUNTABLE FOR BEHAVIOR THAT DOESN'T ALIGN. WE MAY OR MAY NOT BE ABLE TO CHANGE MINDS, WE CAN HOLD PEOPLE ACCOUNTABLE FOR BEHAVIOR. MULTNOMAH COUNTY HAS BEEN A NATIONAL LEADER IN MANY FIELDS, AND WITH YOUR LEADERSHIP, THE BOARD'S SUPPORT AND THE WILL TO ACT, WE CAN ACHIEVE THE SAME HERE. AND I THINK WE MAY HAVE LOST OUR CLOSING REMARKS FROM THE PROFESSOR. I DON'T KNOW IF THE CONSULTANTS WOULD LIKE TO MAKE CLOSING REMARKS.

Chair Kafoury: THE FOLKS WHO ARE IN THE AUDIENCE AND WHO MIGHT BE LISTENING WHERE ON OUR WEBSITE THE FULL CONSULTANT'S REPORT IS AND YOUR RESPONSE?

Marissa Madrigal: I BELIEVE WE'VE ATTACHED MY RESPONSE TO THE BOARD DOCUMENTS FOR TODAY. SO IF WE GO TO -- IF YOU GO TO MULTNOMAH COUNTY'S WEBSITE AND LOOK FOR THE BOARD AGENDA, IT SHOULD BE ATTACHED THERE. BUT WE'LL MAKE SURE THAT'S --

Chair Kafoury: WE'LL MAKE SURE IT'S HIGHLIGHTED ON OUR WEBSITE SO EVERYONE CAN EASILY FIND IT. I THINK THERE'S A LOT OF RECOMMENDATIONS WE'VE HEARD, AND THERE'S A LOT OF FOLLOW-UP THAT

YOU'VE TALKED ABOUT THAT WE -- PEOPLE MIGHT WANT TO SIT DOWN IN THE PRIVACY OF THEIR OWN OFFICE OR HOME AND LOOK AT.

Marissa Madrigal: THANK YOU.

Fran Jemmott: THANK YOU CHAIR KAFOURY AND THANK YOU TO EACH OF THE COMMISSIONERS FOR YOUR ATTENTION. AND INTEREST IN THIS REPORT. ON BEHALF OF ALL OF US WHO WORKED AS CONSULTANTS, I BELIEVE THAT WE MET THE INTENT OF THE CONTRACT, AND WE KNOW THAT WE LEFT YOU WITH MANY UNANSWERED QUESTIONS. I TYPICALLY, SPEAKING FOR MYSELF, DON'T USUALLY BECOME A PUBLIC PERSON IN THE WORK THAT WE DO. NOT THAT WE HIDE BEHIND OUR CLIENTS, BUT WE STAND BEHIND THEM AND THEY ARE THE PUBLIC FACE OF THE WORK. SO THIS IS AN UNUSUAL CIRCUMSTANCE, AND ONE THAT I'D WELCOME, IT'S BEEN A LEARNING OPPORTUNITY FOR ME. ANOTHER PROJECT THAT I'M WORKING ON SIMULTANEOUSLY IS FOR A FOUNDATION THAT ASKED US SPECIFICALLY TO ADDRESS THE ISSUE OF DOMESTIC VIOLENCE AMONG AFRICAN-AMERICANING IN CALIFORNIA. AND I COULDN'T HELP BUT REFLECT AS I SAT HERE AND HEARD THE DISCUSSION THAT THE CHALLENGE OF DOING A SPECIFIC PIECE OF WORK THAT FOCUSES ON A SPECIFIC RACIAL GROUP, THE COMPLEXITY, THE INTERSECTIONALITY, IF YOU WILL, OF ALMOST EVERY ISSUE WE DEAL WITH, MAKES SOME OF THE DATA THAT WE COLLECT ALMOST IRRELEVANT, BECAUSE IT DEALS IN THE ARENA OF NOT JUST RACE, BUT GENDER, BUT LIFE CIRCUMSTANCES THAT BRING PEOPLE TO EITHER BE A VICTIM OR A PERPETRATOR OF SOMETHING.

IN THIS SITUATION, THE ANALOGY FOR ME IS THAT WE HAVE PEELED BACK THE LAYERS OF ORGANIZATIONAL -- THE CLOAK OF PRACTICE, POLICY, DOCUMENTS, AND WHAT WE'VE DISCOVERED AND WHAT'S BEEN ADDRESSED HERE TODAY IS THAT WE NEED MORE. WE NEED MORE. WE NEED TO BE CLEARER, WE NEED TO BE MORE SPECIFIC, AND WE DO NEED TO RECOGNIZE THAT EVERY INDIVIDUAL AND POPULATION GROUP THAT LOOKS THAT THE REPORT WILL PERCEIVE IT DIFFERENTLY AND HOPEFULLY AS YOU MOVE FORWARD, IT WILL TAKE COURAGE, WHICH YOU'VE SHOWN IN WAYS THAT I COULD ONLY WISH THAT YOUR COLLEAGUES IN LOS ANGELES COUNTY WOULD SHOW, WHEN -- AND WHEN LOOKING AT ISSUES, AND WHEN YOU DO THAT, I THINK THAT ALL OF THESE COMMENTS TODAY WILL PLAY. I HOPE THAT YOU READ THE REPORT FULLY, AND SEE, AND MARK UP AND SEND US BACK YOUR COMMENTS AS WELL AS SHARE THEM WITH EACH OTHER. THIS WORK IS SO IMPORTANT. I WILL REITERATE THE COMMENT, THE QUOTE THAT PAUL MADE REFERENCING JOHN POWELL, THAT THE ROAD IS VERY BUMPY. AND IF YOU'RE NOT FEELING THE BUMPS, YOU MAY NOT BE ON THE ROAD. IT'S JUST THAT EASY. IT'S GOING TO BE DISRUPTIVE. AND I APPLAUD YOU FOR TAKING ON THAT CHALLENGE AND I APPRECIATE THE OPPORTUNITY THAT WE'VE HAD TO WORK WITH YOU AND WITH ALL OF THE PEOPLE WHO ARE STILL IN THE ROOM WHO WORKED ALONGSIDE US AND -- WHILE WE HOLD OURSELVES

ACCOUNT I CAN'T BELIEVE FOR THE REPORT, WE -- ACCOUNTABLE, WE CAN'T TAKE THE CREDIT FOR IT BY OURSELVES. THANK YOU.

Chair Kafoury: THANK YOU.

Marissa Madrigal: THANK YOU, I BELIEVE WE HAVE PROFESSOR POWELL BACK ON THE PHONE.

John Powell: CALLER: YES, I'M ON. THEY ASKED ME TO LISTEN AND -- REFLECTIONS AT THE END, SO I'LL DO THAT QUICKLY. I'D LIKE TO JOIN IN WITH FRAN AND RICK AND OTHERS FOR REALLY THE OPPORTUNITY TO WORK ON THIS. I KNOW IT'S BEEN CHALLENGING, BUT IT'S AWFULLY EXTREMELY IMPORTANT. I WANT TO TAKE A FEW MINUTES AND EXPLAIN SOME OF THE QUESTION AND OR TENSIONS AND TRY TO [INDISCERNIBLE] THEM. PROBABLY THE MOST POIGNANT ONE WAS, I CAN'T SEE PEOPLE SO I ASSUME WAS COMMISSIONER SMITH RAISING THE QUESTION TO PEOPLE IN THE COUNTY, MAYBE IN THE COMMUNITY, HAVING A CHANCE TO COMMENT BEFORE MOVING FORWARD WITH THE RECOMMENDATIONS AND SOME PEOPLE NOT FEELING COMFORTABLE COMMENTING IN CERTAIN ENVIRONMENTS. AND THE CHAIR AND COMMISSIONER -- AND MARISSA [INDISCERNIBLE] ONGOING PROCESS, AND EVEN THOUGH IT'S TUESDAY AND NOT THURSDAY, THERE WILL BE SOME -- HAVE BEEN ALREADY BUT THERE WILL BE SOME OPPORTUNITIES FOR THAT. I THINK THOSE TWO THINGS ARE POTENTIALLY COMPLIMENTARY. I THINK ON -- I DON'T KNOW YOUR BUDGET PROCESS DIRECTLY BUT I THINK A LOT OF WORK HAS GONE INTO THIS. THERE WAS EFFORT TO CREATE A SPACE WHERE PEOPLE COULD ACTUALLY MAKE COMMENTS, HAVE INPUT WITHOUT RETALIATION, RETALIATION WAS ONE OF THE THINGS WE DID IN TERMS OF THE COMPLAINT PROCESS. AS MANY COMPLAINTS AS YOU GET, A LOT OF PEOPLE DON'T MAKE COMPLAINTS BECAUSE THEY FEEL THEY'LL BE RETALIATED AGAINST, THAT'S NOT UNUSUAL. SO CREATING A SPACE WHERE PEOPLE CAN PARTICIPATE WITHOUT THE THREAT OF RETALIATION, AND MORE IMPORTANTLY, PEOPLE CAN HAVE -- OWN THE PROCESS, AND I THINK BOTH IN TERMS OF PEOPLE WHO WORK AT THE COUNTY, THE 6,000-PLUS EMPLOYEES, BUT PEOPLE WHO YOU SERVE AS WELL.

SO FROM MY PERSPECTIVE IT'S IMPORTANT TO ACTUALLY THINK ABOUT THAT GOING FORWARD. HOW DO YOU ACTUALLY CONTINUE TO GET FEEDBACK, HOW DO YOU GET PEOPLE'S IDEAS, PEOPLE'S CRITICISM, HOW DO YOU ENGAGE WITH OTHERS IN SUCH A WAY THAT PEOPLE CAN LEARN AND THIS CAN BE BETTER. SO I WOULD THINK -- [INDISCERNIBLE] IT'S ALREADY THERE, BUT ACCEPT SOME EXTENT WHAT I HEARD YOU SAYING COMMISSIONER SMITH, IN TERMS OF PEOPLE NEED TO HAVE A WAY OF HAVING INPUT, I COMPLETELY AGREE WITH THAT. I THINK THAT CAN BE SHARPENED GOING FORWARD. THERE WERE QUESTIONS ABOUT WHY DON'T WE DO MORE, FOR EXAMPLE, WITH DECENTRALIZING SOME OF THE H.R. FUNCTIONS, AND PAUL SHARED WITH YOU THAT THE STRATEGIC DECISION OF YOU CAN ONLY DO SO

MUCH IN A PARTICULAR TIME, BUT IT DOESN'T MEAN YOU CAN'T DO MORE LATER AND SHOULDN'T DO MORE LATER. THIS IS A RECOMMENDATION SO YOU MIGHT SAY WE DISAGREE ON THE TIME. AND THERE'S ALWAYS PLUS AND MINUSES,. IT'S NOT CENTRALIZATION HAS MANY PLUSES, BUT IT ALSO HAS MINUSES, DECENTRALIZATION SIMILARLY. I WILL SAY I'VE WORKED WITH A LARGE ORGANIZATIONS INCLUDING GROUPS LIKE APPLE AND GOOGLE, HUNDREDS OF THOUSANDS OF EMPLOYEES, ONE OF THE THINGS, WHICH IS INTERESTING, IF YOU WANT TO DO STUFF THAT'S TRANSFORMATIVE, THAT'S REAL, THAT'S GOING TO HAVE A STAYING IMPACT WHICH YOU CAN BUILD ON. ON THE OTHER HAND YOU WANT TO STRUCTURE IT SO IT'S MANAGEABLE IN TERMS OF YOUR WORK.

John Powell: I'VE GONE INTO PLACES WHERE PEOPLE ARE DOING LITERALLY 150 PAGES IN ONE, PEOPLE ARE EXHAUSTED, TIRED, THEY CAN'T DO THEIR WORK, THEY'RE CONSTANTLY IN MEETINGS AND LITERALLY [INDISCERNIBLE] TO 10, IDEALLY EVEN FIVE. AND IT DOESN'T MEAN [INDISCERNIBLE] FIVE THINGS IN TERMS OF SYSTEMS SHOULDN'T IMPACT OTHER THINGS, AND YOU CAN CONTINUE TO BUILD. SO THEY'VE -- THERE'S REASON TO HOLD IT MANAGEABLE, SO PEOPLE CAN CONTINUE TO GROW AND DO THEIR WORK AND NOT BURN OUT. AND I THINK IN TERMS OF HER RESPONSE, SUGGESTED JUST DOING THAT. I ALSO KNOW YOU HAVE BUDGETARY CONCERNS. WE'VE ALREADY TALKED ABOUT H.R., ODE, AND REALLY STAFFING UP OR THE -- AND THEN HOW DO YOU THINK ABOUT THAT IN THE CONTEXT WHEN AT THE SAME TIME YOU'RE TALKING ABOUT CUTTING OR STAYING FLAT, WHEN WE OBVIOUSLY THAT IS SOMETHING FOR YOU TO DEAL WITH AND THEN THERE'S A CONVERSATION ABOUT DO YOU LEAD WITH RACE OR NOT. AGAIN, I COMPLETELY ACCEPT THAT THAT IS NOT FOR ME TO DECIDE. I SUPPORT LEADING WITH RACE. I WOULD ONLY SUGGEST TO YOU, THIS IS SOMETHING FROM NOT JUST YEARS OF PRACTICE, BUT YEARS OF RESEARCH, TO BE VERY THOUGHTFUL ABOUT WHAT THAT MEANS, AND FULL DISCLOSURE, I THINK PEOPLE KNOW TRISHA AND I ARE FRIENDS, WE'VE BEEN FRIENDS FOR YEARS, SO I GOT A CALL FROM HER LONG BEFORE I GOT A CALL FROM MULTNOMAH COUNTY.

SO LIKE I SAID, I KNOW NO PLACE WHERE RACE, INCLUDING ANTI BLACKNESS IS NOT AN ISSUE IN AMERICA. I THINK HOW DO YOU DEAL WITH THAT IN TERMS OF COMMUNICATING IT AND IN A WAY THAT ACTUALLY BOTH ALLOWS YOU TO ADDRESS THOSE REALLY HARD ISSUES, FORTH RIGHTLY, BUT ALSO BUILD SO THAT [INDISCERNIBLE] WITH OTHER GROUPS WHO COME TO THE TABLE WHO [INDISCERNIBLE]. AND I MENTIONED THE #METOO MOVEMENT, I KNOW NOWHERE IN AMERICA, IN FACT ONE OF MY WOMEN FRIENDS HAS SAID NO WOMAN IN AMERICAN HAS GROWN UP WITHOUT HAVING TO DEAL WITH SEXUAL HARASSMENT, CAT CALLING, OR SOMETHING. I HAVE A DAUGHTER AND A STEP DAUGHTER, AND THAT'S NO LESS THEIR EXPERIENCE. SO PART OF IT IS STAYING FOCUSED, BUT AT THE SAME TIME HAVING [INDISCERNIBLE] OTHER PEOPLE CAN HAVE PART OF THE CONVERSATION AND BELONGING.

THE WORK WILL NOT BE EASY, BUT IT CAN BE EXHILARATING, IT'S IMPORTANT, I THINK YOU HAVE A GREAT TEAM OF PEOPLE FROM THE PEOPLE I MET, AND A REAL FOCUS. AND LAST TWO THINGS I'LL SAY, IT'S NOT JUST REMOVING BARRIERS. WE'RE TRYING TO DEAL WITH SOMETHING NEW. YOU'RE TRYING TO BUILD SOMETHING AFFIRMATIVE, YOU'RE TRYING TO BUILD SOMETHING THAT LARGELY DOESN'T EXIST, ONLY SMALL EXPRESSIONS. AND THE GOVERNMENT ACTUALLY PLAYS SUCH A CRITICAL ROLE. ONE OF THE ATTACKS THROUGHOUT THE WORLD, CHILDREN OF THE UNITED STATES, IS TO BE LEGIT -- [INDISCERNIBLE] IT'S A TRUST ISSUE, ISSUES OF CULTURE, AND A SHARED -- I SHARED WITH SOME OF THE FOLKS THAT SPENT TIME IN CANADA, SO I WOULD SAY WHAT YOU'RE DOING IS AT THE FOREFRONT OF THE UNITED STATES, IN SOME WAYS WHAT CANADA IS DOING IS EVEN MORE AT THE FOREFRONT BECAUSE THEY'VE BEEN DOING IT LONGER, THEY'RE VERY DIVERSE, THEY'RE CHANGING VERY FAST. THEY'VE

John Powell: OPERATIONALLIZED THIS, SO THERE MAY BE SOME THINGS TO LEARN FROM THEM. BUT YOU'LL MAKE SOME MISTAKES, AND SO I LIKE WORKING WITH INTELLIGENT HUMANE SOCIETY. TO BE HUMANS, TO MAKE MISTAKE, THE TO LEARN FROM MISTAKES IS TO BE INTELLIGENT. SO I THINK YOU HAVE A LOT OF INTELLIGENT HUMANS THERE, AND UNLIKE WORKING WITH NON INTELLIGENT HUMANS WHO KEEP MAKING THE SAME MISTAKE OVER AND OVER AGAIN, SO I GUESS I WOULD SUGGEST TO GIVE YOURSELF A LITTLE SPACE, NOT TO SIT ON YOUR LAURELS AND NOT TO LEAVE THIS REPORT ON THE SHELF, BUT TO GIVE YOURSELF SPACE TO MAKE MISTAKES, TO GIVE YOURSELF SPACE TO ACTUALLY LEARN FROM EACH OTHER. WE'RE NOT GOING AWAY, AND HOPEFULLY I'LL RETURN TOO, SO FEEL FREE TO CALL ON US IF WE CAN BE HELPFUL. AGAIN, I JUST WANT TO THANK ALL OF YOU FOR -- WHICH I BELIEVE EVERYONE I TALK TO ALREADY SHARES OUR UNIVERSAL GOAL ON MAKING THE COUNTY AND MULTNOMAH COUNTY A PLACE WHERE PEOPLE WITH DIVERSE BACKGROUNDS, DIVERSE NEEDS REALLY BELONG AND CAN THRIVE.

THEY'RE NOT ALWAYS ARTICULATED, BUT I THINK THERE'S A LOT OF POSITIVES HAPPENING AND SOMETHING THAT NEEDS TO BE ADDRESSED. LAST THING I'LL SAY, SOMETIMES THERE'S CONFUSION BETWEEN STRUCTURAL PROBLEMS AND INTERPERSONAL PROBLEMS. SOMEONE MAY LOOK LIKE THEY'RE -- I WORK A LOT WITH POLICE DEPARTMENTS, AND ONE OF THE PROBLEMS WITH POLICE DEPARTMENTS, SOMETIMES [INDISCERNIBLE] STRUCTURE, INTERPERSONAL, IF YOU PUT A QUOTE, UNQUOTE, A GOOD POLICEMAN, IN A BAD CULTURAL STRUCTURE, IT DOESN'T TURN OUT WELL. SO YOU HAVE TO WORK ON THOSE DIFFERENT LEVELS. AND WE FOCUS ON THE STRUCTURAL, BUT ALSO WE UNDERSTAND THE CULTURAL AND INTERPERSONAL ITEMS AS WELL. SO THANK YOU FOR THE CHANCE TO WORK ON THIS, AND I LOOK FORWARD TO WHAT YOU WILL DO WITH IT IN THE FUTURE.

Chair Kafoury: THANK YOU. THANKS VERY MUCH. WE HAVE QUESTIONS OR HOPEFULLY NO MORE QUESTIONS, BUT COMMENTS FROM THE BOARD? COMMISSIONER STEGMANN?

Commissioner Stegmann: THANK YOU, CHAIR. WITH ALL THE CRAZY THINGS HAPPENING IN OUR WORLD, I AM INCREDIBLY HOPEFUL AND I RECOGNIZE THE PRIVILEGE THAT I HAVE TO BE A MINORITY WOMAN AND OFTEN THINK WHAT CAN I DO? AND BEING HERE IN THIS ROOM TODAY GIVES ME A SENSE OF HOPE AND PRIDE TO WORK ALONGSIDE A GROUP OF PEOPLE WHO WANT THE SAME THINGS, WE MAY DISAGREE HOW TO GET THERE, BUT I THINK HOLDING THAT SPACE, I APPRECIATE WHAT THE PROFESSOR SAID ABOUT HOLDING A SPACE TO FAIL. WE'RE NOT ALWAYS GOING TO GET IT RIGHT THE FIRST TIME. AND THAT'S OKAY. BECAUSE THAT'S PART OF THE LEARNING PROCESS. BUT ACKNOWLEDGING THAT, AND ACCEPTING THAT, THAT WE'RE GOING TO MOVE FORWARD, I AM SO HAPPY AND PLEASED TO BE MOVING IN THE RIGHT DIRECTION WHEN SO MANY TIMES IT FEELS AS IF THE REST OF THE WORLD IS GOING IN THE WRONG DIRECTION. SO IT IS A REAL HONOR TO BE HERE AND WORK ALONGSIDE THIS BOARD, THIS CHAIR, I APPRECIATE THE CONSULTANTS, THE LEADERSHIP THAT MARISSA AND BEN AND ALL OF THE COMMITTEE MEMBERS AND ALL OF THE EMPLOYEES WHO HAVE BEEN SO BRAVE AND COURAGEOUS TO COME FORWARD, IN SPITE OF FEAR AND INTIMIDATION, AND RETALIATION. YOU ALL HAVE SHOWN ME SO MUCH COURAGE AND YOU INSPIRE ME, AND I'M JUST REALLY EXCITED TO ADOPTING THESE RECOMMENDATIONS. AND I DO APPRECIATE THE FACT THAT WE ARE HAVING A MEETING I THINK SCHEDULED FOR DECEMBER 13TH, WHICH WILL BE ON A THURSDAY, WHICH WILL ALLOW FOLKS TO COME AND SHARE THEIR STORIES WITH US.

Commissioner Vega Pederson: THANK YOU, EVERYONE. I'M GOING TO KEEP MY REMARKS BRIEF BECAUSE I REALLY DO APPRECIATE THE FACT WE'RE GOING TO BE ACTUALLY INCORPORATING A LOT OF THESE RECOMMENDATIONS INTO THE [INDISCERNIBLE] IN DECEMBER AND HAVE A CHANCE TO WORK THROUGH SOME OF THIS STUFF BETWEEN NOW AND THEN AND TALK ABOUT SOME OF THESE REALLY IMPORTANT ISSUES THAT HAVE BEEN RAISED ABOUT HOW WE WANT TO BEST DO THAT. BUT I DID WANT TO SAY THAT I'M REALLY APPRECIATING SO MANY OF THE DIRECTORS, THE MANAGERS, AND THE EMPLOYEES WHO ARE HERE TODAY TO REALLY BE A PART OF THIS BRIEFING, TO HEAR WHAT THESE RECOMMENDATIONS ARE, TO HEAR ABOUT WHAT THE NEXT STEPS ARE GOING TO BE FOR THE COUNTY I THINK IS ONE OF THE MOST IMPORTANT CONVERSATIONS WE'RE HAVING AT THE COUNTY. THIS IS THE BEGINNING OF A LOT OF REALLY HARD WORK, A LOT OF REALLY IMPORTANT RECOMMENDATIONS AND STEPS FOR US TO TAKE, SO I'M GLAD TO SEE THERE WERE SO MANY PEOPLE HERE TODAY. I'M ALSO THANKFUL FOR THE CHAIR, FOR MARISSA, FOR YOUR LEADERSHIP ON THIS ISSUE, AND APPRECIATE THE WORK BY THE CONSULTANTS AND -- CENTERING THIS CONVERSATION AND GOING THROUGH THE REPORT. I ALSO APPRECIATE THE FACT THAT WE WERE

ABLE TO TAKE A STEP BACK TO BETTER INCORPORATE THE RECOMMENDATIONS AND PERSPECTIVE OF THE EMPLOYEE ADVISORY COUNCILS THAT -- SO THAT THEIR PERSPECTIVES AND THEIR RECOMMENDATION WERE INCORPORATED IN THIS, BECAUSE I THINK THAT'S A TRULY IMPORTANT PIECE OF THIS ENTIRE PROCESS, TO MAKE SURE RER REFLECTIVE OF THE WORK THAT WAS DONE AND THE ISSUES AND RECOMMENDATIONS THAT WERE RAISED. AND I REALLY DO WANT TO THANK THE EMPLOYEES ON THE ADVISORY COUNCIL. WE HEARD FROM CORY, WE HEARD FROM SO MANY PEOPLE, RAYMOND, TODAY ABOUT THIS WORK, AND IT WAS IMPORTANT TO HAVE THOSE VOICES AND LOOK FORWARD TO HEARING FROM MORE FOLKS IN DECEMBER ON THAT. AND I GUESS FINALLY I WOULD JUST WANT TO SAY THAT THIS IS -- THIS IS PART OF AN ONGOING PROCESS, AND I'M REALLY GLAD TO BE HERE WITH MY COLLEAGUES TO BE PART OF THIS PROCESS. AND AS COMMISSIONER STEGMANN SAID EARLIER, THAT OPEN DOOR POLICY IS SOMETHING THAT I HAVE AS WELL TO MAKE SURE THAT WE -- AS BETWEEN NOW AND DECEMBER, IF THERE ARE CONCERNS PEOPLE HAVE, THEIR PERSPECTIVES TO SHARE, PLEASE FEEL FREE TO REACH OUT. THAT'S AN IMPORTANT PIECE FOR US TO MAKE THE DECISIONS WE HAVE TO MAKE.

Commissioner Smith: I WANT TO THANK YOU FOR BRINGING THIS IN FRONT OF US. IT'S SO IMPORTANT THAT THE BOARD HAVE THIS INFORMATION. GIVEN THE NUMBER OF RECOMMENDATIONS AND THE IMPORTANCE OF ALL OF THEM, IT WOULD TAKE A BIT FOR ME TO DIGEST ALL OF THE MATERIAL. BUT I WANT TO THANK ALL OF THE CONSULTANTS AND ALL THE COUNTY EMPLOYEES THAT PUT THIS EFFORT TOGETHER. I KNOW THAT THIS IS A LONG GAME FOR US, LIKE A TRACK MEET. THIS IS A MARATHON, IT'S NOT A SPRINT, AND JUST HOLD US ACCOUNTABLE. AND I WANT TO ACKNOWLEDGE THAT WE ARE NOT YET AT THE FINISH LINE, BUT WITH YOUR HELP, WE WILL GET THERE. THANK YOU.

Commissioner Meieran: THANK YOU, MADAM CHAIR. SO JAN, PAUL, AND JOHN, I WANT TO THANK YOU FOR ALL THE WORK THAT YOU HAVE PUT INTO TALKING TO SO MANY OF US AND DOING THE WORK AND FOR PRESENTING HERE TODAY. I REALLY APPRECIATE IT. IT'S VERY, VERY HELPFUL. AND I WANT TO THANK ALSO ALL THE EMPLOYEES WHO ARE HERE TODAY WHO HAVE STUCK THROUGH THIS LONG BUT IMPORTANTLY LONG BRIEFING TO HEAR THE REPORT THAT'S COME BACK FROM OUR CONSULTANTS ON THIS CRUCIALLY IMPORTANT ISSUE. ALSO TO THE EMPLOYEES WHO HAVE PUT THEIR TIME, ENERGY, HEART, AND SOUL, AND I REALLY KNOW THAT YOU HAVE ON TO BEING PART OF THE PROCESS ON THE ADVISORY COMMITTEE THAT'S INFORMED THIS PROCESS, IT REALLY, REALLY MAKES A DIFFERENCE AND YOUR VOICES ARE HEARD LOUD AND CLEAR. I WANT TO CALL OUT A COUPLE OF PEOPLE SPECIFIC, RAYMOND,%Y, AND CORY, THANK YOU FOR YOUR WORDS HERE TODAY, REALLY POWERFUL. AS MANY HAVE SAID, I -- EARLIER, I SEE THIS AS A BEGINNING THAT WE WILL HAVE THE OPPORTUNITY TO

DIGEST THE RECOMMENDATIONS IN THIS REPORT, AND THIS IS GOING TO BE A PROCESS. AND IT WILL BE A THOUGHTFUL PROCESS. I AM QUITE CERTAIN WITH MY FELLOW COMMISSIONERS HERE AND WITH THE EMPLOYEES AT THE COUNTY, AND I LOOK FORWARD TO THAT PROCESS. I AGREE AGAIN AS COMMISSIONERS STEGMANN AND VEGA PEDERSON HAVE SAID, I TRULY DO, I HAVE AN OPEN DOOR POLICY, PLEASE, YOU CAN MEET WITH ME DIRECTLY. I WANT TO HEAR WHAT YOU HAVE TO SAY. AND SO PLEASE REACH OUT. I HOPE WE ALSO HAVE CONTINUING FORUMS TO HAVE THESE CONVERSATIONS AND TO HAVE EVERYBODY'S VOICES HEARD. I REALLY APPRECIATE THE APPROACH OF TARGETED UNIVERSALISM.

Commissioner Meieran: I DID SOME ADDITIONAL RESEARCH TO SORT OF FIGURE OUT WHAT THAT WAS WHEN I SAW IT IN THE REPORT, AND IT'S QUITE INTERESTING, AND I APPRECIATE HOW IT WAS PRESENTED HERE TODAY. THAT REALLY HELPED PROVIDE THAT FRAMEWORK. AND I AGREE WITH WHAT PAUL SAID, THAT THE WAY THAT I UNDERSTAND IT, AND I COULD BE WRONG, BUT THE WAY I UNDERSTAND IT, IT IS NOT MUTUALLY EXCLUSIVE TO WHAT I HEARD FROM THE VOICES OF SO MANY PEOPLE, AND WHICH MY FELLOW COMMISSIONERS HAVE ALSO CALLED OUT TODAY. IT IS NOT MUTUALLY EXCLUSIVE TO LEADING WITH RACE, AND I FEEL THAT WE MUST LEAD WITH RACE IN THIS CONVERSATION, BECAUSE THE REALITY IS, IN WHATEVER AREA OF DIVERSITY THAT YOU'RE TALKING ABOUT, WHETHER WE'RE TALKING ABOUT INDIVIDUALS WITH DISABILITIES, WHETHER WE'RE TALKING ABOUT OUR LGBTQ-PLUS COMMUNITY, OR WHETHER WE'RE TALKING ABOUT OLDER EMPLOYEES IN THE WORK FORCE, WHATEVER WE'RE TALKING ABOUT, ALL THE INEQUITIES THAT WE SEE ARE WORSE WHEN YOU ARE A PERSON OF COLOR.

AND SO I THINK THAT IS ESSENTIAL TO BE CALLED OUT AS WE STRIVE FOR INCLUSIVITY AND WORKING TOGETHER WITH EVERYONE TO RAISE EVERYONE'S VOICES AND EXPERIENCE AT THE COUNTY. SO WE MUST BE INTENTIONAL, WE WON'T BE PERFECT, AS AGAIN, I THINK EVERYONE IS TRYING TO SET THE EXPECTATIONS. WE'RE NOT GOING TO BE PERFECT. THE ROAD WILL BE BUMPY. IT WON'T BE AN EASY PROCESS, AND IT WON'T BE A QUICK PROCESS. BUT IT WILL BE A DEEP PROCESS, WE MUST CONTINUE TO HAVE URGENCY AND CONTINUE TO BE TRANSPARENT AND HAVE ACCOUNTABILITY. SO PERCY, I THINK HE'S PROBABLY STILL HERE, BUT I AGREE WITH WHAT HE SAID ABOUT THE INVESTIGATORY UNIT, AND APPRECIATE THAT THAT'S BEING ADOPTED -- HOPEFULLY HAVE A CONVERSATION, I AGREE WITH PRETTY MUCH EVERYTHING AIMEERA SAID, INCLUDING THE LEAP MODEL, WHICH IS VERY INTERESTING, AND RAYMOND, I REALLY APPRECIATE YOUR TALKING ABOUT THE CLEAR MESSAGING AND WHY WITH NEED TO LEAD WITH RACE. AS WE CONTINUE TO HAVE THE CONVERSATION, DOING SO IN A WAY THAT LIFTS EVERYONE UP AND UNIFIES US, I LOOK FORWARD TO WORKING WITH EVERYONE.

Chair Kafoury: THANK YOU. THANK YOU SO MUCH TO OUR CONSULTANT TEAM. I'VE BEEN REALLY IMPRESSED BY YOUR DEEP KNOWLEDGE, BY YOUR INCLUSIVE, THOUGHTFUL PROCESS, AND OF COURSE BY YOUR INVALUABLE ADVICE. I THINK THIS REPORT REALLY GIVES US THAT FIRM FOUNDATION FROM WHICH WE WILL CONTINUE TO PUSH OURSELVES TO LISTEN AND LEARN. TO GROW PERSONALLY, AND PROFESSIONALLY IN THE PURSUIT OF EQUITY. I'D LIKE TO THANK ALL THE MEMBERS OF THE ADVISORY COUNCIL FOR YOUR TIME, YOUR TALENT, AND YOUR PASSION TO MAKING MULTNOMAH COUNTY THE BEST IT CAN BE FOR ALL OF OUR EMPLOYEES. THERE'S A LOT OF THE RECOMMENDATIONS I'M EXCITED ABOUT. BUT I THINK MORE THAN THAT, I'M REALLY LOOKING FORWARD TO BUILDING A SYSTEM -- THE SYSTEMS AND THE CULTURE THAT WILL INEVITABLY DECREASE THE COMPLAINTS, AND THE DISCIMTORY EXPERIENCES THROUGHOUT MULTNOMAH COUNTY. AND I'M EXCITED TO FOCUS ON HOW WE BUILD THIS MANAGEMENT AND INFRASTRUCTURE. NOT JUST THROUGH THE RULE MAKING PROCESS, BUT BY TRULY EQUIPPING OUR MANAGERS WITH THE TOOLS, THE TRAINING, AND THE SUPPORT THAT THEY NEED IN ORDER TO CREATE THIS CULTURE AND THE RELATIONSHIPS THAT BUILD EQUITY AND EXCELLENCE IN OUR WORKPLACE. OUR OFFICE OF DIVERSITY AND EQUITY HAS BEEN LEADING UNPRECEDENTED WORK IN THE COUNTY FOR OVER AT LEAST THE PAST 18 MONTHS, BUT EVEN LONGER, AND I AM COMMITTED TO ENSURING THAT THIS OFFICE HAS THE SUPPORT, THE STRUCTURE, AND THE AUTHORITY TO HELP US SUCCEED AND TO HOLD US ALL ACCOUNTABLE. CHANGE AS MANY HAVE SAID WON'T HAPPEN OVERNIGHT, BUT IT WILL HAPPEN.

Chair Kafoury: AND I AM COMMITTED TO HOLDING THIS A PRIORITY. TODAY WHEN THERE'S LOTS OF ENERGY AROUND THIS ISSUE, BUT ALSO TOMORROW, AND NEXT WEEK, AND NEXT MONTH, WHEN THE BUDGET GETS TIGHT AND WHEN THE NATIONAL DISCOURSE INCITES MORE CONFLICT AND MORE DISTRUST. DISCRIMINATION IS INSIDIOUS. IT CAN BE OPEN, AND OVERT, OR IT CAN BE HIDDEN IN A SUBTLE COMMENT OR OVERTURE. IT HAS TAKEN US CENTURIES TO GET TO THIS POINT, AND WE WILL NOT RESOLVE IT IN A WEEK OR A YEAR. BUT WE HAVE AT MULTNOMAH COUNTY, ONE OF THE MOST DIVERSE AND TALENTED WORK FORCES IN THE ENTIRE COUNTRY. AND I AM COMMITTED TO WORKING WITH THIS BOARD AT AND EACH ONE OF YOU TO CREATE THE EQUITABLE WORKPLACE THAT OUR EMPLOYEES AND OUR COMMUNITY DESERVE. THANK YOU VERY MUCH. AND SEEING NO FURTHER BUSINESS, WE ARE ADJOURNED.

ADJOURNMENT – 12:46 a.m.

[CAPTIONS PROVIDED BY LNS CAPTIONING AND MAY INCLUDE INACCURATE WORDS OR PHRASES DUE TO SOUND QUALITY, OTHER TECHNICAL DIFFICULTIES AND/OR SOFTWARE ERRORS.]

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Submitted by:
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Board of County Commissioners
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