

**Minutes of the Board of Commissioners  
Multnomah Building, Board Room 100  
501 SE Hawthorne Blvd., Portland, Oregon  
Tuesday, April 3, 2018**

**BOARD BRIEFING**

Chair Deborah Kafoury called the meeting to order at 10:18 a.m. with Vice-Chair Lori Stegmann, Commissioner Jessica Vega Pederson and Commissioners Sharon Meieran present. Commissioner Loretta Smith was excused.

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

Chair Kafoury: GOOD MORNING GOOD MORNING. THANK YOU ALL FOR COMING. WE HAVE SOME IMPORTANT TOPIC TO DISCUSS THIS MORNING SO WE'LL GET STARTED. OUR FIRST BOARD BRIEFING IS ON THE REACH GRANT PARTNERSHIP WITH CITY OF GRESHAM. SO COME ON UP, OUR PRESENTERS. THANKS SO MUCH FOR COMING.

**B.1 Board Briefing on the REACH Grant Partnership with the City of Gresham.  
Presenters: Tameka Brazile, Emily Bowers and Jay Higgins**

Tameka Brazile: GOOD MORNING. I'M TAMEKA BRAZILE, I'M JOINED BY NAKOYA PHILLIPS, A REACH NUTRITION POLICY SPECIALIST, JAY HIGGINS WITH THE CITY OF GRESHAM'S TRANSPORTATION DEPARTMENT AND EMILY BOWERS WITH URBAN RENEWAL AND DEVELOPMENT FOR THE CITY OF GRESHAM. GOOD MORNING, CHAIR KAFOURY, COMMISSIONER MEIERAN, COMMISSIONER TRAINER SEND AND COMMISSIONER STEGMANN. IT'S NATIONAL PUBLIC HEALTH WEEK, SO WE'RE EXCITED. WE'RE HERE TO SHARE HISTORY OF ACHIEVE AND REACH AS WELL AS PROVIDING AN OVERVIEW OF OUR CURRENT NUTRITION, TOBACCO AND COMMUNICATION STRATEGIES. THEN WE ALSO WILL HIGHLIGHT SUCCESS STORIES FROM OUR WORK IN PARTNERSHIP WITH THE CITY OF GRESHAM.

WE ADDRESS SOCIAL DETERMINANTS OF HEALTH WHICH INFLUENCES MODIFIABLE RISK BEHAVIORS. SOCIAL DETERMINANTS OF HEALTH ARE THE ECONOMIC, SOCIAL, CULTURAL AND POLITICAL CONDITIONS IN WHICH PEOPLE ARE BORN, GROW AND LIVE THAT AFFECT HEALTH STATUS FOR FOLKS. SO OUR REACH WORK IS AROUND COMMUNICATIONS THROUGHOUT OUR PRESENTATION YOU'LL SEE A COMBINATION OF STRATEGIES THAT INCLUDE WHAT IS LISTED HERE IN COMMUNICATIONS WE'RE WORKING TO RAISE AWARENESS ABOUT HEALTHY BEHAVIORS FOR THE GENERAL PUBLIC. SOME EXAMPLES INCLUDE PUBLIC SERVICE ANNOUNCEMENTS, HEALTH CARE, MASS MEDIA CAMPAIGNS, AND SUCH. WE ALSO PROVIDE EDUCATION BY EMPOWERING BEHAVIOR CHANGE IN ACTION THROUGH INCREASED

KNOWLEDGE. POLICY, REGULATING AND MANDATING ACTIVITIES BY ORGANIZATIONS OR PUBLIC AGENCIES THAT ENCOURAGE HEALTHY DECISION MAKING, WORKING IN ENVIRONMENTS TO CHANGE STRUCTURES TO MAKE HEALTHY DECISIONS MORE AVAILABLE TO LARGER POPULATIONS THEN IN SYSTEMS, WORKING WITH ORGANIZATIONS TO MAKE CHANGES TO THEIR RULES. SO A LITTLE BIT ABOUT OUR BACKGROUND AND HISTORY OF THE WORK THAT PAVE THE WAY FOR SOME OF OUR APPROACHES TODAY. THAT PHOTO IS BACK IN '09, WHEN WE HAD ONE OF OUR FIRST SITE VISITS FROM CDC ON THE STEPS OF HIGHLAND CHRISTIAN CENTER.

Chair Kafoury: NICE TO SEE PASTOR HARDY'S PHOTO ON THAT PICTURE. LOVE IT.

Tameka Brazile: YES. SO THIS IS OUR PART OF OUR ACHIEVE COALITION HERE PHOTO. AS WELL AS MULTNOMAH COUNTY STAFF, WHO ARE REFLECTIVE OF THE POPULATION THAT WE'RE SERVING. IT'S EXCITING TO DO THIS WORK. WE USE CULTURE APPROACH FIRST. AND AS GUIDING PRINCIPLES TO OUR WORK AND AS A VALUE TO THE WAY WE DO OUR WORK. THE COMMUNITY AS A PARTNER AND LEADING OUR WISDOM. SO ACHIEVE EVOLVED THROUGH BUILDING AND CULTIVATING RELATIONSHIPS THROUGHOUT THE COMMUNITY. WE HAVE WORKED WITH MANY INTERESTED CBOS ACROSS THE COUNTY. I WANT TO GIVE A SHOUT OUT TO EUGENE RASHAAD.

HE'S BEEN EXTREMELY INSTRUMENTAL IN HELPING DEVELOP AND CULTIVATE MANY OF THE HAPPIES AS WELL AS OUR PUBLIC HEALTH DIRECTOR, MISS RACHAEL BANKS. SO THANK YOU ALL. WE SET OUT TO MEET WITH FOLKS IN OUR COMMUNITY TO SEE WHAT THEY CARE ABOUT AND HOW THEY SEE US MOVING INTO STRATEGIES THAT WILL BE BENEFICIAL TO OUR COMMUNITY. WE WORKED WITH THEM TO DEVELOP A VARIETY OF STRATEGIES USING THEIR SKILLS AND KNOWLEDGE TO INFORM THE WORK. MAKING THE MAGIC HAPPEN. THEY HELP TO PROVIDE TECHNICAL ASSISTANCE AND ARE ABLE TO SHARE A LOT OF THE CULTURE AND HISTORY, AND THAT HISTORY AND CULTURE GETS SHARED THROUGHOUT OUR MEETINGS AND THROUGHOUT OUR WORK. KIND OF CREATING A RIPPLE EFFECT. SOME OF THE BENEFITS FOR THE CULTURALLY SPECIFIC APPROACH INCLUDE A DISTINCT, DIVERSE MULTI-CULTURAL PERSPECTIVE.

WE FIND UNIQUE ASSETS WITHIN THE CULTURE TO HIGHLIGHT. RECOGNIZE AND ALSO JUST OVER ALL RECOGNITION OF THE VOICES OF OUR COMMUNITY IN EMPOWERING THE COMMUNITY TO UTILIZE THEIR VOICES TO MAKE A DIFFERENCE. SO MOVING FORWARD, IN 2014, WE WERE AWARDED FUNDING THROUGH THE CDC TO FURTHER PURSUE OUR REACH GRANT. WE'RE CURRENTLY IN OUR FOURTH AND FINAL YEAR OF RECEIVING FUNDING FROM THE CDC. WE'RE ONE OF 49 COMMUNITIES ACROSS THE COUNTRY. CDC FUNDS ENABLE THE WORK WHICH HELPS THEM EXPAND THE KNOWLEDGE BASE, SHARING WITH OTHERS ACROSS THE COUNTRY SOME OF THE

SUCCESS STORIES AND PROGRESS ALONG THE WAY. OUR LOCAL GOALS WERE TO IMPLEMENT HIGH IMPACT POPULATION LEVEL STRATEGIES WITH A BROAD REACH ACROSS THE COUNTY FOCUSING ON THE AREAS OF TOBACCO AND NUTRITION. WITH OVER ALL GOAL OF BEING WE WANT TO INCREASE -- DECREASE HEALTH DISPARITIES THROUGH POLICY SYSTEM AND ENVIRONMENTAL CHANGE STRATEGIES.

Tameka Brazile: IT HAS ALLOWED US TO DEVELOP A MODEL FOR POPULATIONS OTHER THAN AFRICAN-AMERICANS AND BY THE END OF OUR FUNDING CYCLE WE WILL HAVE IMPACTED ABOUT AT LEAST 75% OF FOLKS LIVING THROUGHOUT THE COUNTY. I WANT TO GIVE A SHOUT OUT AS ALWAYS TO OUR PARTNERS. THEY ARE GREAT AND INSTRUMENTAL IN HELPING US TO IMPLEMENT AND DEVELOP THE WORK ALONG THE WAY. A LOT OF OUR PARTNERS WERE INITIALLY PART OF A CHIEF COALITION IN THE BEGINNING AND HELPED TO INFORM OUR APPLICATION, OUR REACH APPLICATION. SO THAT'S A BUNCH OF PARTNERS THERE. WE HAVE SOME OTHER PARTNERS AS WELL. THE PHOTO, YOU CAN'T SEE AS GOOD, BUT THERE WE DID AN ACTIVITY WITH YARN THAT WAS TO DEMONSTRATE THE DIFFERENT PARTNERSHIPS AND CONNECTIONS THAT HAVE BEEN MADE THROUGHOUT OUR TIME TOGETHER. SO THAT'S WHAT THAT PHOTO IS THERE TO REPRESENT. JUST A LITTLE BIT ABOUT OUR TOBACCO STRATEGIES, WE WORK IN PARTNERSHIP WITH OUR TOBACCO CONTROL AND PREVENTION PROGRAM, AND OUR LEAD TOBACCO NUTRITION POLICY IS DR. SANDRA. HE HAS OVER 30 YEARS OF EXPERIENCE IN THIS AREA. WE BRING -- WHAT REACH BRINGS TO THE TOBACCO WORK IS AN EQUITY COMPONENT, ENSURING COMMUNITY ENGAGEMENT, YOUTH EDUCATION, TRAINING TO POLICY ADVOCACY, YOUTH FOCUS GROUPS AND TECHNICAL ASSISTANCE IMPLEMENTING CULTURALLY RESONANT CESSATION.

WE ARE FOR EXAMPLE WITH THE TRL, WE DID EXTENSIVE COMMUNITY ENGAGEMENT WITH YOUTH AND SMALL BUSINESS RETAILERS AS WE WORKED TO ESTABLISH THE TRL RULES ADVISORY COMMITTEE TO ENSURE VOICES OF UNDERREPRESENTED FOLKS WERE INCLUDED IN THE POLICY MAKING PROCESS. WE HELD BRIEFINGS WITH YOUTH AND FAMILIES SO THEY CAN PROVIDE TESTIMONY WHICH INCLUDED ADDRESSING RACIAL DISPARITIES OF ACCESS AND EDUCATION TO SMALLER RETAILS. THE TOBACCO CESSATION SYSTEM CHANGES, WE DISCOVERED THROUGH A FOCUS GROUP THAT WE DID FOR COMMUNICATIONS THAT THE COMMUNITY WANTED CESSATION GROUPS THAT WERE FOR US, BY US AS A MOTTO, MEANING THEY WANTED FOLKS THAT LIVE LIKE THEM TO DELIVER THE CESSATION SERVICES SO OVER THE COURSE OF TIME WE HAVE BEEN ABLE TO WORK WITH EXTERNAL COMMUNITY CLINICS AS WELL AS EXTERNAL COMMUNITY PROGRAMS. WE HAVE ALSO WORKED WITH OUR OWN INTERNAL COUNTY CLINICS AND COUNTY PROGRAMS TO PROVIDE INDIVIDUALIZED TECHNICAL ASSISTANCE FOR DELIVERY OF TOBACCO CESSATION IN A VARIETY OF WAYS THAT MEETS THE NEEDS AND WORK FLOWS FOR THE

WORK FORCE THAT WE'RE WORKING WITH. AN EXAMPLE REAL QUICK WAS THE WORK WITH THE NORTHEAST HEALTH CLINIC WHERE WE INITIALLY STARTED WORKING WITH THE PREGNANT WOMEN AND EXPANDED OUT TO ADOLESCENTS AND YOUTH. JUST A BIT ABOUT THE WORK THAT WE DID WITH THE SMOKE-FREE PARKS, WE ADDED AN EQUITY EVALUATION TO DETERMINE UNATTENDED CONSEQUENCES. WE WANTED TO MAKE SURE THAT OUR YOUTH AND FOLKS OF COLOR PARTICULARLY BLACK MALES OF COLOR WERE NOT AND WOULD NOT BE NEGATIVELY IMPACTED BY THIS POLICY. AND THAT BIT ABOUT OUR COMMUNICATIONS, LAST YEAR WE WENT OUT INTO ALL OF YOU ALL'S OFFICES AND SHARED MORE ABOUT THIS COMMUNICATION.

Tameka Brazile: IT WAS A COUNTY-WIDE COMMUNICATION CAMPAIGN THAT SHOWED POSITIVE NARRATIVES FOR URBAN AFRICAN-AMERICAN AND BLACK FAMILIES ACROSS THE COUNTY WITH MEDIA COVERAGE THROUGH BILLBOARDS, BUS SHELTERS AND BENCHES. WE HAD SOME TV COMMERCIAL THROUGH COMCAST AS WELL AS SOCIAL MEDIA AND NEWSPRINT. WE HAD TWO FOCUSES. ONE WAS A TEEN FOCUS WHERE WE CONNECTED ACHIEVEMENTS OF DREAMS AND GOALS TO PREVENT INITIATION OF TOBACCO USE. THE OTHER WAS AN ADULT FOCUS WHERE WE USED KIDS, THE VOICES OF CHILDREN, TO INFLUENCE THE PARENTS OR CARE-GIVERS OF WHAT SMOKING CAN MEAN TO THEM AND HOW THEY ARE IMPACTED BY THE SMOKING. WE DID EXTENSIVE FOCUS GROUPS, AFRICAN-AMERICAN HEALTH COALITION ASSISTED WITH THE FOCUS GROUPS TO REALLY FIND OUT WHAT PEOPLE KNEW, WHAT PEOPLE WANTED TO SEE, AND SO THEY WERE REALLY INSTRUMENTAL IN HELPING US TO DEVELOP THESE CAMPAIGNS. OTHER COMMUNICATION PROJECTS, WE ARE ALWAYS AIMING TO AMPLIFY THE COMMUNITY'S VOICE SO WE'RE AGAIN LIKE THE CONSULTING ON THE TOBACCO RETAIL LICENSE AND REPRESENTING BEING REPRESENTING THE COMMUNITY OR HAVING THE COMMUNITY BEING REPRESENTED ON THE RULES ADVISORY COMMITTEE. WE HAVE COLLECTED A BUNCH OF SUCCESS STORIES TO CAPTURE SOME OF THE SYSTEMATIC CHANGES THAT WE HAVE MADE DURING OUR TIME ON THIS GRANT. THEN THERE'S A BUNCH OF OTHER SUPPORT THAT HAPPENS IN OUR RETAIL CHILD CARE AND SAFE SETTINGS IN TERMS OF COMMUNICATION, PROMOTION OF NUTRITION AND HEALTHY EATING AND TOBACCO: I'M HANDING IT OVER TO MISS NAKOYA.

Nakoya Phillips: THANK YOU. I'M NAKOYA PHILLIPS. THANKS FOR HAVING US HERE. I LIKE YOU MENTIONED AM THE NUTRITION POLICY SPECIALIST FOR THE REACH PROGRAM. SO WHAT THAT ENCOMPASSES IN TERMS OF MY ROLE IS I PROVIDE TECHNICAL SUPPORT TO OUR COMMUNITY PARTNERS THAT ARE REALLY LEADING THIS WORK IN THE COMMUNITY. I REALLY WANTED TO GO OVER THE DIFFERENT SETTINGS THAT WE HAVE PRIORITIZED FOR YOU BRIEFLY AND GIVE YOU A VISION OF WHAT THE PROGRAMS LOOK LIKE. SO I WILL TALK ABOUT FAITH BASED SETTINGS, CHURCHES, MOSQUES, OTHER PLACES OF PRAYER, THE CHILD CARE SETTINGS THAT WE'RE WORKING WITH WHICH ARE MAINLY PRESCHOOL AGE CHILDREN, OSO THREE TO FIVE. I WILL

TALK ABOUT THE RETAIL ENVIRONMENTS WE HAVE WORKED WITH, DIFFERENT CORNER STORES, BEFORE I PASS IT OVER TO OUR PARTNERS FROM THE CITY OF GRESHAM TO TALK ABOUT OUR TRANSPORTATION INITIATIVE. NEXT SLIDE. THE FIRST THING I WANTED TO TELL YOU ABOUT OUR PROGRAMMING IN IS OUR FAITH-BASED SETTINGS.

Nakoya Phillips: I WANTED TO PREFACE THIS BY SAYING A LOT OF THE WORK THAT WE HAVE DONE TO DATE WAS ONLY ACCOMPLISHED IN LARGE PART BYPASS TORE HARDY AND HIGHLANDS CHRISTIAN CENTER AND THE WORK THAT THEY HAVE DONE AND CONTINUE TO DO. THE LOVE IS WELCOME. SO ANYWAY, THE WORK HAS BEEN PRIMARILY LED BY COMMUNITY HEALTH WORKERS AND OTHER FOLKS THAT ARE IN LEADERSHIP ROLES AT HIGHLAND BE HAVEN. TO DATE WE HAVE DONE ASSESSMENTS AND CLOSE TO 20 PREDOMINANTLY AFRICAN-AMERICAN ATTENDED CHURCHES. MOST FOLKS TEND TO KNOW THAT CHURCHES ARE STAPLES IN COMMUNITIES, PARTICULARLY IN THE AFRICAN-AMERICAN COMMUNITY AT A TIME WHERE FOLKS ARE MOVING AROUND A LOT, BEING PUSHED OUT A LOT. THE CHURCH IS ONE PLACE FOLKS TEND TO COME BACK TO OVER AND OVER, SO THAT'S ONE OF THE REASONS WE PRIORITIZED THAT SETTING. WE STARTED BY DOING THE ASSESSMENTS IN THE CHURCHES AND LOOKING FOR FOLKS THAT HAD A STRONG SENSE OF READINESS, FOLKS THAT WERE PREVIOUSLY ENGAGED IN OTHER ITERATIONS OF THIS PROGRAMMING OR FOLKS THAT JUST WERE READY TO MAKE A CHANGE. SO WE STARTED OFF WITH ASSESSMENTS AND IDENTIFIED WHERE SOME OF THE OPPORTUNITIES WERE TO MAKE IMPROVEMENTS. LARGELY FOCUSED ON POLICY AND SYSTEM CHANGES AT THAT TIME. SO WE WERE SEEING FOLKS SAY THEY WANTED TO MAKE CHANGES SUCH AS REQUIRING THAT WATER IS SERVED AT DIFFERENT STATE EVENTS, BIBLE STUDIES OR CHILDREN'S CHURCH.

THINGS LIKE REMOVING DEEP FRYERS FROM KITCHENS SO YOU COULD ONLY ROAST OR BAKE MEAT OR OTHER FOOD ITEMS. THAT WAS KIND OF THE BEGINNING. AS OUR PARTNERS IN HIGHLAND WORKED CLOSER WITH THE LEADERSHIP IN THE OTHER CHURCHES THESE DIFFERENT NEEDS STARTED EMERGING THAT WERE REALLY QUITE UNIQUE TO EVERY CHURCH SETTING. SO ALTHOUGH THERE'S A LOT OF INFORMATION AVAILABLE ON DOING THESE TYPES OF IN INITIATIVES WITH CHURCHES THERE'S NOT A LOT ON WORKING WITH CHURCHES AND COMMUNITIES QUITE LIKE PORTLAND WHERE THERE'S A REALLY SMALL AFRICAN-AMERICAN COMMUNITY AND EVEN FEWER CHURCHES THAT ARE LARGE ENOUGH AND HAVE CAPACITY TO DO THIS SORT OF WORK. TAKING THAT INTO CONSIDERATION WE REALLY WANTED TO MAKE A STRONG EFFORT TO DO A TAILORED APPROACH AT EACH CHURCH SO THAT'S WHAT WE DID. WE PROVIDED TECHNICAL ASSISTANCE TO EACH INDIVIDUAL CHURCH ON THE POLICY OF SYSTEM CHANGES AND WORKED CLOSELY WITH THEM TO BUILD UP THE IDEAS THAT THEY HAVE FOR OTHER PROJECTS. SO WE STARTED HEARING THINGS LIKE WE REALLY WANT STRONGER RELATIONSHIPS BETWEEN OUR YOUTH AND OUR ELDERS. SO

COOKING CLASSES WERE COMING UP OUT OF THAT WHERE ELDERS COULD SHARE RECIPES THAT MIGHT HAVE BEEN LOST. WE WERE ABLE TO PROVIDE SUPPORT WHERE WE COULD OFFER ALTERNATIVES FOR DIFFERENT INGREDIENTS TO MAKE OUR RECIPES MAYBE SLIGHTLY HEALTHIER AND WE WERE ABLE TO MAKE OTHER CONNECTIONS LIKE CSA PARTNERSHIPS OR COMMUNITY SHARED AGRICULTURE WHERE WE COULD CONNECT URBAN FARMS TO THE DIFFERENT CHURCHES TO DO PRODUCE SHARES AND THINGS LIKE THAT. WE ALSO WERE ABLE TO CONNECT OTHER INITIATIVES THAT WERE ONGOING AROUND FOOD AND NUTRITION SUCH AS WORK WITH THE OREGON STATE UNIVERSITY EXTENSION SERVICE SO THEY DO LOTS OF THINGS LIKE RECIPE DEMOS AND TASTE TESTS, AS WELL AS CLINICAL SERVICES LIKE NORTH BY NORTHEAST HEALTH CLINIC.

Nakoya Phillips: SO TODAY WE'RE REALLY FOCUSED ON SUSTAINABILITY IN THE SETTINGS THAT WE HAVE BEEN WORKING WITH AND FOLKS HAVE REPEATEDLY ASKED FOR MORE TECHNICAL ASSISTANCE. THEY ARE REALLY HUNGRY FOR MORE RESOURCES PARTICULARLY CULTURALLY SPECIFIC RESOURCES. SO WE SPENT A LOT OF OUR TIME DEVELOPING SIGNAGE AND DEVELOPING CUSTOM MATERIALS THAT ARE ADAPTIVE FROM OTHER TOOL KITS TO FIT THE ENVIRONMENTS THAT WE'RE WORKING IN NOW. THAT'S WHERE WE HAVE SPENT THE LAST SIX MONTHS FOCUSED ON, MAKING SURE WE CAN PROVIDE RESOURCES THAT FOLKS WOULD OTHERWISE NOT BE ABLE TO GET. I WANT TO TAKE A LITTLE BIT ABOUT OUR CHILD CARE WORK AS WELL. SO VERY SIMILAR PROCESS, WORKING WITH OUR CHILD CARE SETTINGS, WE FOCUSED ON IN-HOME CHILD CARE SETTINGS, WHICH DIFFER FROM CHILD CARE CENTERS. ANYONE WHO HAS SMALL KIDS MIGHT RECOGNIZE THE DIFFERENCE BUT IF YOU DON'T, CHILD CARE CENTER TYPICALLY HAS A LARGE NUMBER OF KIDS, USUALLY OVER 100, STRUCTURED MORE LIKE A SCHOOL. IN-HOME CHILD CARE TENDS TO BE 20 KIDS OR LESS.

VERY SMALL. ONE OR TWO PROVIDERS THAT ARE COOKING MEALS ON SITE. SO ONE OF THE THINGS WE LEARNED REALLY EARLY ON WAS THE MAJORITY OF OUR KIDS OF COLOR ARE IN-HOME DAYCARE. WE FOCUSED ON THOSE TYPES OF SETTINGS. WE WENT INTO THE SAME ASSESSMENT PROCESS, PULLED OUT THE OPPORTUNITIES FOR POLICY AND SYSTEM CHANGES AND AGAIN, FOLKS WERE REALLY HUNGRY AND THIRSTY FOR MORE. IN ADDITION TO THE POLICY CHANGES, LIKE NOT SERVING JUICE ANY MORE, ONLY SERVING WATER, WHICH IS PRETTY STANDARD IN MOST CHILD CARE CENTERS. THEY WILL SERVE JUICE WITH MEALS. SO WE WERE SEEING POLICY CHANGES LIKE THAT BUT ALSO A DESIRE FOR MORE HANDS ON ASSISTANCE. AFTER WE DID THE ASSESSMENTS AND PROVIDED THE T.A. ON POLICY AND SYSTEMS WE STARTED WORKING WITH THEM ON WHAT IT WOULD LOOK LIKE TO IMPROVE THE N.. WE BROUGHT IN PARTNERS FROM THE OREGON STATE EXTENSION SERVICES WHERE THEY CAN PREPARE THEIR OWN SALADS AND LEARN TO CUT FRUIT AND THEY WOULD DO ART PROJECTS AND THAT SORT OF THING. THE PROVIDERS WERE REALLY RECEPTIVE TO THAT AND IT REALLY

MADE A BIG DIFFERENCE IN THEIR OPINION. THEY WERE HEARING KIDS REQUEST FRUITS AND VEGETABLES AS SNACKS INSTEAD OF OTHER THINGS AND USING FRUITS AND VEGETABLES AS PRIZES INSTEAD OF CANDY AND THINGS LIKE THAT. SO TODAY WHERE WE HAVE EVOLVED TO IS OUR PROVIDERS ARE ASKING FOR MORE CULTURALLY SPECIFIC RESOURCES SO WE HAVE ADAPTED A COUPLE VERSIONS OF CURRICULUM THAT ARE USED FOR SMALL KIDS IN EARLY CHILD CARE EDUCATION SETTINGS.

Nakoya Phillips: WE HAVE ALSO STARTED A RESOURCE LIST SO LOTS OF BOOKS THAT FEATURE KIDS OF COLOR, CULTURALLY RELEVANT OR RESIDENT PRODUCE OR RECIPES, AND THE PROVIDERS ARE REALLY ANXIOUS TO CONTINUE TO BUILD ON THAT AND ARE REALLY INTERESTED IN CONTINUING TO DEVELOP ON THEIR OWN. SO A LOT OF WHAT WE HAVE BEEN PROVIDING IS CAPACITY SUPPORT. WHAT DOES IT LOOK LIKE TO CONTINUE DOING THIS WORK ON A LARGER SCALE TO BETTER UTILIZE THE RESOURCES THAT ARE AVAILABLE TO THEM. THAT'S A SNAPSHOT OF OUR CHILD CARE WORK. THEN THE LAST PIECE OF WORK THAT I WANTED TO TALK ABOUT WAS OUR CORNER STORE INITIATIVE. CORNER STORE INITIATIVES ARE AN EVIDENCE BASED STRATEGY WHERE FOLKS WILL TYPICALLY TARGET CORNER STORES THAT ARE IN AREAS DESCRIBED AS FOOD DESERTS AND WORK WITH THEM TO PROVIDE HEALTHIER OPTIONS. SO THAT'S WHAT WE DID. WE PARTNERED WITH ECUMENICAL MINISTRIES OF OREGON. THEY HAD DONE A COMMUNITY FOOD SURVEY WHERE THEY HAD SPOKEN TO COMMUNITY MEMBERS AND ASKED QUESTIONS AROUND WHAT IS IT THAT'S MISSING? WHAT IS IT THAT YOU NEED? IS IT A MORE AFFORDABLE GROCERY STORE? MORE OUTLETS OR PLACES WHERE YOU CAN GET CULTURALLY RELEVANT PRODUCE AND THAT WAS ONE. THINGS THAT ROSE TO THE TOP, WHY THIS STRATEGY WAS CHOSEN IN PARTNERSHIP WITH ECUMENICAL MINISTRIES OF OREGON.

WHAT WE DID WAS WE LOOKED FOR CORNER STORES THAT WE MAINLY FOCUSED IN EAST PORTLAND BECAUSE THAT WAS WHERE THE COMMUNITY SURVEY WAS DONE AND MORE FOOD RESOURCES ARE NEEDED SO WE FOCUSED ON EAST PORTLAND AND LOOKED FOR CORNER STORES THAT WERE IN SPECIFIC TRACTS, WHERE WE BELIEVE THERE ARE AFRICAN-AMERICAN FOLKS LIVING NEARBY. WE WORKED WITH THE CORNER STORES TO NUMBER ONE ASSESS THE CURRENT INVENTORY, NUMBER TWO WE GAVE THEM A LOT OF EDUCATION AROUND WHAT DOES IT MEAN TO PROVIDE FOOD IN A VULNERABLE COMMUNITY? WHAT IS YOUR RESPONSIBILITY IN THAT AREA? ALL OF OUR CORNER STORE OWNERS AGREED THEY HAD SHARED RESPONSIBILITY IN MAKING SURE HEALTHY FOOD WAS AVAILABLE TO A COMMUNITY. SO WE PROVIDED TRAINING ON THAT. ALSO ON PRODUCE HANDLING, AND WE PROVIDED SMALL GRANTS ANYWHERE BETWEEN 3,000 AND \$8,000 FOR STORE OWNERS TO BUY THE INFRASTRUCTURE THEY NEEDED AND TO SUPPLEMENT THEIR FIRST FEW PRODUCE ORDERS. WE HAVE SEVERAL STORES STILL CARRYING PRODUCE IN EAST PORTLAND AND ALSO NOW IN NORTH PORTLAND. THEY ARE PARTICIPATING IN PROJECTS LIKE

THE VEGGIE VOUCHER PROGRAM THROUGH JANICE YOUTH WHERE COMMUNITY MEMBERS ARE DISTRIBUTED COUPONS THAT THEY CAN THEN REDEEM FOR PRODUCE IN ANY OF OUR PARTICIPATING HEALTHY RETAIL NETWORK STORES. I THINK THAT IS IT, ACTUALLY.

Chair Kafoury: GREAT. ALL RIGHT. SOUNDS LIKE A LOT. [LAUGHTER]

Tameka Brazile: GREAT JOB. NOW I'LL TURN IT OVER TO OUR GRESHAM PARTNERS TO TALK MORE ABOUT THE TRANSPORTATION.

Jay Higgins: HI, JAY HIGGINS, CITY OF GRESHAM. WE WERE REACH GRANT RECIPIENT AT THE CITY. I'LL TELL YOU ABOUT OUR FIRST PROJECT. ACTIVE TRANSPORTATION PLAN FOR GRESHAM. IT'S ALL FOCUSED ON MAKING A BETTER EXPERIENCE FOR PEOPLE WALKING AND BIKING. IT'S FOCUSED ON PROVIDING ACCESS TO HEALTHY FOOD AND ENCOURAGING PEOPLE TO USE ACTIVE MODES OF TRAVEL IN THEIR DAILY LIVES TO STAY HEALTHY. SO THE GOALS OF THE PROJECT ARE FOCUSED ON ADOPTING POLICIES THAT ARE RELATED TO HEALTHY FOOD, CONDUCTING COMMUNITY ENGAGEMENT SPECIFIC TO PEOPLE WITH BARRIERS TO HEALTHY FOOD AND PRIORITIZING PROJECTS BASED ON POLICIES AROUND HEALTHY FOOD AND DAILY PHYSICAL ACTIVITY. THROUGHOUT THE PROJECT WE PERFORMED AN EQUITY ANALYSIS TO UNDERSTAND THE IMPACTS OF THE EXISTING ENVIRONMENT AND TO EVALUATE PROJECT LIST AS IT WAS DEVELOPED. ON THE MAP IS OUR EQUITY INDEX MAPS THAT SHOWS WHERE THE HIGHEST CONCENTRATIONS OF LOW INCOME PEOPLE AND PEOPLE OF COLOR LIVE. WE FOUND AREAS OF HIGHEST CONCENTRATIONS ARE MISSING MORE SIDEWALKS AND HAVE LESS ACCESS TO OFF-STREET BICYCLE ROUTES.

SO THAT'S OUR EXISTING CONDITIONS ON THE GROUND. WHAT WE SEE IS IT HAS BECOME OPPORTUNITY AREAS WHERE NEW INFRASTRUCTURE CAN MAKE A BIG IMPACT TO PEOPLE. IN ORDER TO IDENTIFY SPECIFIC PROBLEM AREAS FOR WALKING AND BIKING WITH DEA TREMENDOUS AMOUNT OF COMMUNITY OUTREACH. THE REACH GRANT ALLOWED US TO HIRE SIX COMMUNITY LIAISONS TO ACT AS COMMUNITY CONSULTANTS. THEY LEARNED ABOUT CITY GOVERNMENT. THEY BUILT THEIR CAPACITY AS COMMUNITY LEADERS AND LEARNED SKILLS SUCH AS DATA GATHERING. THEY REFLECTED THE COMMUNITY. THEY HAD DIRECT CONNECTIONS TO SEVERAL NONENGLISH SPEAKING AND NONNATURE OF COMMUNITIES. THE TYPE THAT ARE NOT COMFORTABLE OR ABLE TO ENGAGE IN TRADITIONAL PLANNING OUTREACH METHODS LIKE AN OPEN HOUSE, SO FOR EXAMPLE OUR LIAISONS WERE PEOPLE LIKE WHO SPEAK AIR BABE, EMANUEL IS AFRICAN-AMERICAN, AND BEATRICE, WHO IS A TEENAGER. THIS IS AN EXAMPLE OF ACTIVITIES THEY CREATED SO ALL THE OUTREACH IS DESIGNED BY OUR COMMUNITY LIAISONS. THEY LED THE ENGAGEMENT ACTIVITIES. THEIR GOAL, TO FIND OUT WHAT PEOPLE IN THEIR COMMUNITIES SAW AS BARRIERS TO WALKING AND BIKING. THEY WOULD ASK WHERE ARE THE AREAS OF NEED IN THE



TRANSPORTATION NETWORK? WHERE IS IT DIFFICULT TO CROSS THE STREET? WHERE DO YOU NOT FEEL COMFORTABLE RIDING A BIKE. YOU CAN SEE THE EFFORTS THEY WORKED ON A SHORT DOCUMENTARY FILM TO TELL PEOPLE'S STORIES ABOUT WHO IS LIVING IN GRESHAM AND WHAT ARE THE BARRIERS. THEY CREATED A YOUTH JAM, TRYING TO GET YOUTH INVOLVED. THEY WOULD CONDUCT INTERVIEWS AT BIG EVENT LIKE NATIONAL NIGHT OUT,

Jay Higgins: THEN THEY WOULD DO NEIGHBORHOOD WALKS THROUGH THE COMMUNITIES TALKING TO PEOPLE. SO REALLY THE COMMUNITIES THEY INVOLVED AND ENGAGED WITH BROUGHT NEW PERSPECTIVE TO THE ACTIVE TRANSPORTATION PLAN, SOMETHING THAT WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE REACH GRANT AND THE NEW APPROACH. SOME THINGS WE FOUND OUT FROM THE COMMUNITY HIGHLIGHTED ON THE BOTTOM HALF OF THE SLIDE IN THE BLACK HALF CIRCLE, THESE ARE ALL THINGS THE CITY IS IN CHARGE OF. THINGS THAT HAPPEN ON OUR STREETS. IT'S ALL THINGS THAT ACTIVE TRANSPORTATION PLAN IS DESIGNED TO ADDRESS. ALL RIGHT, SO USING THIS PUBLIC ENGAGEMENT INPUT WE CREATED THESE MAPS OF AREAS OF NEED. PLACES WHERE IT'S DIFFICULT TO CROSS THE STREET, PEOPLE FEEL UNSAFE BECAUSE OF LACK OF SIDEWALKS. HERE WE HAVE A WHOLE BUNCH OF PURPLE SPOTS. THOSE ARE CROSSINGS, AND A BUNCH OF PURPLE LINES. THOSE ARE MISSING SIDEWALK GAPS. OF COURSE WHEN YOU HAVE SUCH A LARGE AMOUNT OF PROJECTS, YOU HAVE TO START PRIORITIZING. WE DID THAT THROUGH -- I SHALL POINT OUT FIRST THE BLUE SQUARES ARE HEALTHY GROCERY STORES.

OUR POLICIES ARE ABOUT ACCESS TO HEALTHY FOOD THEN PHYSICAL ACTIVITY. THOSE BECAME PART OF OUR PRIORITIZATION CRITERIA. WE ALSO HAD A SPECIFIC CRITERIA AN EQUITY TO MAKE SURE THE PROJECTS THAT REALLY HELP COMMUNITIES THAT ARE UNDERSERVED THOSE GET BUILT FIRST. HERE'S THE PRIORITY PROJECTS FOR OUR PEDESTRIAN CROSSINGS AND SIDEWALKS. IF YOU REMEMBER WAY BACK TO OUR EQUITY MAP THOSE ARE IN LINE WITH THOSE AREAS THAT HAVE THE HIGHEST NEED. WE DO THE SAME WITH BICYCLE ROUTES, CREATED A NEW NETWORK THAT CONNECTS PEOPLE TO IMPORTANT DESTINATIONS SUCH AS SCHOOL, HEALTHY FOODS, RETAIL AREAS AND MAKES IT A SAFE EXPERIENCE. THE GOAL IS THESE ARE ROUTES YOU CAN USE WHETHER YOU'RE EIGHT OR 80 AND FEEL COMFORTABLE RIDING ON THEM WHICH IS SOMETHING WE DON'T HAVE NOW. WE HAVE BIKE LANES ON HIGH SPEED ARTERIALS. WE WANT TO SEPARATE THAT OUT SO EVERYONE HAS OPPORTUNITY TO ACCESS DIFFERENT PARTS OF TOWN. THEN THE SAME THING YOU CAN USE THAT PRIORITIZATION CRITERIA TO FOCUS ON THE ONES THAT ARE GOING TO SERVE THE COMMUNITY BEST. SO I'LL SUM UP. ACTIVE TRANSPORTATION PLAN REACH REALLY HAS HAD A HUGE IMPACT. WE WERE ABLE TO DEVELOP INNOVATIVE APPROACHES TO OUR COMMUNITY INVOLVEMENT. WE GATHERED A LOT OF ROBUST INFORMATION ABOUT COMMUNITY NEEDS. HELPS THE CITY BUILD

RELATIONSHIPS WITH COMMUNITY-BASED ORGANIZATIONS TO FIND THESE COMMUNITY LIAISONS AND DO THE ACTUAL ENGAGEMENT ACTIVITIES, THEN HELPED US CONSIDER EQUITY IMPACTS AND MAKE THEM PART OF THE PROCESS OF MAKING A PLAN. THERE WE GO. THANK YOU.

Chair Kafoury: THANK YOU.

Emily Bower: GOOD MORNING, COMMISSIONERS. THANK YOU SO MUCH FOR HAVING US TODAY. I'M EMILY BOWER, SENIOR PROJECT COORDINATOR WITH THE GRESHAM REDEVELOPMENT COMMISSION. I'M GOING TO TALK ABOUT THE RETAIL ENVIRONMENT AND OUR PARTNERSHIP WITH REACH. A PRIMARY MISSION WITH OUR PROJECT IS FOCUSED ON ECONOMIC EMPOWERMENT. THIS PROJECT IS ON A 5.5 ACRE SITE IN EAST COUNTY, THE CROSS SECTIONS ARE 187TH BETWEEN STARK AND BURNSIDE HISTORICALLY KNOWN AS THE ROCKWOOD TRIANGLE. WE HAVE BEEN FOCUSING ON ECONOMIC EMPOWERMENT STRATEGIES THAT ARE MAINLY DRIVES ON COMMUNITY PROSPERITY BUILDING AND WEALTH CREATION. WE'RE ABLE TO DO THIS WITH PARTNERSHIPS THAT BRING RESOURCES AND SERVICES TO MEET THE COMMUNITY NEEDS WHO LIVE THERE TODAY. SO OVER THE LAST FOUR YEARS WE HAVE BEEN BRINGING TOGETHER A STAKEHOLDERS AND COMMUNITY MEMBERS TO DISCUSS WHAT ARE THE MAIN PRIORITIES IN THIS AREA THAT NEED ADDRESSED. MANY OF THOSE PRIORITIES LARGELY FILTERED UP TOWARDS JOB ACCESS, SMALL BUSINESS DEVELOPMENT SUPPORT, AND SKILL BUILDING AND ACCESS TO HEALTHY FOODS. SO WITH REACH PARTNERSHIP WE HAVE BEEN ABLE TO LOOK AT THAT POINT OF ACCESS TO HEALTHY FOODS AND HOW CAN THAT ALSO BE A WEALTH CREATION OPPORTUNITY.

MORE RECENTLY WE HAVE BEEN ALSO TALKING ABOUT HOUSING IN REGARDS TO THE PROJECT. THE PROJECT IS QUITE LARGE. SO WITH THE REACH GRANT WE FOCUSED PRIMARILY ON THE MARKET HAUL BUT I WILL GIVE YOU AN OVERVIEW OF THE ENTIRE MASTER PLAN. HERE'S THE PROJECT SITES LOCATED IN GRESHAM. IT IS ONE OF THE 28 METRO DESIGNATED TOWN CENTERS. IT HAS THE YOUNGEST MEDIAN AGE OF 27 YEARS OLD. THE MOST DIVERSITY IN EAST COUNTY. IT HAS 50% NONWHITE AND 70 LANGUAGES ARE SPOKEN HERE. THAT PERCENTAGE IS GROWING. HERE'S THE OVER ALL PROJECT. IT'S QUITE ROBUST IN ITS INITIATIVES. WE HAVE THREE MAJOR BUILDINGS. ON THE FAR LEFT SIDE IS WHAT WE'RE CALLING OUR INNOVATION CENTER. WE HAVE PARTNERED WITH OREGON, METRO EAST BROADCAST COMMUNITY MEDIA, WORK SYSTEMS, INC., AND MOUNT HOOD SMALL BUSINESS DEVELOPMENT CENTER TO CREATE A SKILL BUILDING AND JOB CREATION CENTER FOR THE COMMUNITY. ON THE FAR RIGHT YOU SEE A MIXED USE BUILDING THAT IS MULTI FAMILY HOUSING WITH GROUND FLOOR RETAIL. WE'RE WORKING WITH MEDICAL CLINIC TO PROVIDE URGENT AND PRIMARY CARE RESOURCES ON SITE. WE ALSO HAVE 108 HOUSING UNITS, 20% OF THAT WILL BE AFFORDABLE HOUSING UNITS THAT MEET THE 80% MFI,

FEDERAL, WHICH ROUGHLY ROUNDS OUT TO ABOUT 20 UNITS OF HOUSING COMPLEX. THEN IN THE CENTER YOU SEE THE MARKET HALL, WHICH IS PRIMARILY WHERE THE REACH FOCUS HAS BEEN OVER THE LAST 3.5 YEARS. YOU SEE THAT HERE IS OUR OPPORTUNITY TO REALLY THINK ABOUT ACCESS TO HEALTHY FOOD IN ADDITION TO THINKING ABOUT HOW COULD THE FOOD ENVIRONMENT BE AN OPPORTUNITY FOR JOB CREATION. SO HERE THERE WILL BE A GROCERY STORE BECAUSE WE KNOW THAT THERE IS A NEED FOR ACCESS TO HEALTHY PRODUCTS. DAILY GOODS. CULTURALLY RELEVANT PRODUCTS.

Emily Bower: THERE WILL BE MICRO RESTAURANTS FOR MICRO ENTREPRENEURS TO HAVE LOWER BARRIERS TO ENTRY INTO A RETAIL ENVIRONMENT AND THERE WILL BE A COMMERCIAL KITCHEN THAT IS PARTNERED WITH PORTLAND OPPORTUNITIES INDUSTRIALIZATION CENTER PROVIDING THEIR SCHOOL MEALS IN ADDITION TO THEIR THREE CAMPUSES IN ADDITION TO LAUNCHING A FOOD MANUFACTURING AND CULINARY PROGRAM FOR YOUTH. THERE WILL ALSO BE A RENTABLE KITCHEN THAT WILL BE RENTED BY THE HOUR FOR FOLKS WHO MAY BE INTERESTED IN BUILDING A FOOD PRODUCT OR CATERING EVENTS OR PERHAPS JUST PREPPING THE FOOD THERE AND THEN RETAILING IT IN THE MARKET HALL. SO ORANGE CIRCLE DEFINES WHERE THE REACH GRANT HAS FOCUSED. THESE ARE OUR MILESTONES RELATED TO THE GRANT. WE FIRST MILESTONE WAS TO DEVELOP A MARKET AND DEMOGRAPHIC ASSESSMENT. LOOKING AT REVEALING POTENTIAL RETAIL FORMATS, DEVELOP ALTERNATIVE FOOD BUSINESS APPROACHES THAT ALIGN WITH COMMUNITY PRIORITIES AND MEET COMMUNITY NEEDS AND EXPECTATIONS.

THE SECOND WAS TO USE AN EQUITY FRAMEWORK AND DEVELOP AND IMPLEMENT A COMMUNITY ENGAGEMENT PLAN FOR THE MARKETPLACE THAT USES A VARIETY OF METHODS TO REACH COMMUNITY MEMBERS, PARTNER ORGANIZATIONS AND POTENTIAL TEN AT AND STAKEHOLDERS. ALSO THE THIRD MILESTONE WAS DEVELOP AND REFINE A BUSINESS PLAN FOR THE MARKET HALL TO IDENTIFY POTENTIAL TENANTS AND DEVELOP AND DELIVER TECHNICAL SUPPORT TOOLS FOR THE TENANTS TO REALLY THINK ABOUT THAT LONG TERM BUSINESS SUCCESS WHILE ALSO PROVIDING AND EQUITY LENS TO THE TENANT RECRUITMENT PROCESS AND SELECTION OF WHO WILL BE THE TENANTS OF THAT PARTICULAR MARKET HALL. WE'LL TALK MORE ABOUT THAT. FOR THE FIRST GOAL THE ASSESSMENT WAS TO REVIEW RESOURCES AND UNDERSTAND WHAT HAS ALREADY BEEN DONE IN THE COMMUNITY. WHAT COMMUNITY BASED ORGANIZATIONS HAD ALREADY DONE SOME FOOD ASSESSMENT, ECUMENICAL PARTNERS HAD DONE A VERY ROBUST DOOR TO DOOR KNOCKING SURVEY TO IDENTIFY WHERE COMMUNITY MEMBERS WERE PURCHASING FOOD AND HOW LONG IT WAS TAKING THEM TO COME FROM ROCKWOOD TO THOSE LOCATIONS AND WHAT WERE SOME OF THE BARRIERS TO GETTING THERE. WE ATTENDED THE U.S. CONFERENCE MAYORS THROUGH POLICY TASK FORCE TO LEARN ABOUT

BEST PRACTICES NATIONALLY. WE HELD OUR OWN INTERNAL FOOD SUMMITS IN EAST COUNTY TO TALK ABOUT A VARIETY OF STAKEHOLDERS FROM FARMS TO OREGON FOOD BANKS TO FOOD CONSULTANTS DOING FOOD WORK IN THE REGION. WE COMPILED AND REVIEWED EXISTING RESOURCES. WE WORKED WITH PSU STUDENTS TO DO AN INTERCEPT SURVEY AROUND MAJOR TRANSIT LOCATIONS AROUND THE PROJECT AREA TO IDENTIFY WHAT WAS THE WALKABILITY, HOW MANY 3ED TRACY STRAHAN COUNTS WERE THEY IDENTIFIES AND WHAT POINTS OF ENTRY WERE THEY COMING TO PROJECT SITE.

Emily Bower: WE LOOKED AT RETAIL ENVIRONMENTS TO IDENTIFY WHAT TYPES OF OPPORTUNITIES THERE ARE IN REGARDS TO THE BEST PRACTICE OF CO-OPS AND MARKET HALLS, FARMERS MARKETS, AND REALLY TRYING TO DETERMINE WHAT WOULD BE THE BEST TYPE OF RETAIL ENVIRONMENT FOR THE COMMUNITY OF ROCKWOOD. WE ALSO HIRED A COUPLE OF TECHNICAL ADVISORS TO REALLY HELP THIS PROCESS ALONG AND DO A VERY IN-DEPTH ANALYSIS OF WHAT THE INDICATORS COULD BE SO WE HAVE BASELINE INFORMATION TO THINK ABOUT SUCCESS. WE WORKED WITH URBAN LEAGUE OF PORTLAND TO DEVELOP A RACIAL EQUITY AND EMPOWERMENT TOOL. WE LOOKED AT RACIAL IMPACT ANALYSIS, HOW CAN WE MITIGATE SOME OF THE UNINTENDED CONSEQUENCES THAT MAY BECOME OF DOING A DEVELOPMENT AT THIS SCALE. FROM THAT WE DEVELOPED THESE EQUITY AND EMPOWERMENT PRINCIPLES THAT WOULD LIVE THROUGHOUT THE ENTIRE PROJECT NOT JUST THE MARKET HALL.

IT WAS TO IMPROVE COORDINATION AND COLLABORATION AND ALIGNMENT AMONG TRADITIONAL AND NONTRADITIONAL SYSTEM PARTNERS. WE WANTED TO BUILD CAPACITY IN AREAS OF FINANCE AND PLANNING, SHIFT VALUES AND BELIEFS AND BEHAVIORS, THAN JUST WALKING THE TALK. IMPROVE EMOTIONAL, PHYSICAL AND ENVIRONMENTAL CONDITIONS OF AFFECTED POPULATIONS. STRENGTHEN THE BREADTH, DEPTH AND INFLUENCE OF SUPPORT AMONGST PUBLIC INTEREST GROUPS AND OPINION LEADERS AND IMPROVE ANY AND ALL STAGES OF POLICY CHANGES FROM THE PROJECT SITE ALL THE WAY INTO THE ORGANIZATION ITSELF AS CITY-WIDE AGENCY POLICY. WITH THOSE PRINCIPLES IN MIND, WE MOVE FORWARD WITH DEVELOP AGO SERIES OF COMMUNITY ENGAGEMENT TOOLS WHICH RESULTED IN COMMUNITY ENGAGEMENT REPORT. ONE OF THE TOOLS WAS TO CONNECT WITH THE COMMUNITY IN PERSON, ONLINE, MAKING SURE ALL OF THOSE TOUCH POINTS WERE THROUGH AN EQUITY LENS.

WE DID A COMMUNITY ASSET MAPPING WHERE WE LOOKED AT A VARIETY OF DIFFERENT RESOURCES IN THE COMMUNITY, WHERE THE COMMUNITY WAS GATHERING, WHO WERE THE PARTNERS THAT WERE GATHERING WITH THE COMMUNITY AND REALLY UNDERSTANDING WHAT WAS THE SOCIAL ASSET AND HOW DO WE BRING THOSE TOGETHER TO FORM SOME STAKEHOLDER GROUPS FOR THE PROJECT. THEN WE LOOKED AT AN EVALUATION METHOD

THAT WOULD ALLOW THE INTERNAL DEPARTMENT AT THE END TO LOOK AT HOW WELL DID WE DO, HOW EFFECTIVE WERE WE IN REACHING OUR GOALS. FOR MILESTONE 3, WE'RE JUST NOW FINISHING UP THE BUSINESS PLAN, WHAT HAS MOSTLY INFLUENCED THAT BUSINESS PLAN WAS THE SERIES OF COMMUNITY ENGAGEMENTS, ACTIVITIES THAT WE DID IN PARTNERSHIP WITH ACTIVE TRANSPORTATION. PART OF THAT WAS THAT INTERDEPARTMENTAL COORDINATION. WE WERE ABLE TO REACH A BROADER GROUP OF COMMUNITY MEMBERS WITH OUR COMMUNITY LIAISONS THAT REALLY RESULTED IN MEANINGFUL CONVERSATIONS AROUND THE TYPES OF RESOURCES AND SERVICES THAT NEEDED TO BE ON THIS PROJECT SITE. THEY WERE ALSO ABLE TO TALK TO US ABOUT HOW DO COMMUNITY MEMBERS USE SPACE.

Emily Bower: HOW MIGHT THEY USE THE PUBLIC PLAZA. HOW WOULD THEY USE THE MARKET HALL. HOW DO WE CONSIDER THAT IN THE DESIGN OF THESE SPACES? WHAT WE HEARD OVER AND OVER WAS ADAPTABILITY. AFFORDABILITY. HOW DO THESE SPACES ALLOW FOR A VARIETY OF EVENTS TO HAPPEN THROUGH A MULTI-CULTURAL -- WITH A MULTI-CULTURAL POPULATION AND HOW DO WE PROVIDE ENTRY POINTS FOR AFFORDABILITY FOR BUDDING ENTREPRENEURS. SO THE MARKET HALL AS YOU CAN SEE THE SITE PLAN IS LAID OUT WITH EIGHT MICRO RESTAURANTS, WHICH WILL BE SMALL SCALE RESTAURANTS. THREE TO FOUR WHAT THEY CALL GROCERY RETAIL OUTLETS THAT WILL IDEALLY HOUSE CULTURALLY RELEVANT GROCERY PRODUCTS AS WELL AS DAILY GOODS. WE'RE IN MULTIPLE CONVERSATIONS WITH TENANTS TO FILL THE SPACES. THOSE ARE ALSO DEVISABLE SO THEY DON'T NEED TO BE ALL 2,000 SQUARE FEET. THEY CAN BE SIZED DOWN TO 15 OR 1,000. IN THE CENTER OF THE MARKET HALL YOU'LL SEE THERE ARE DASHED LINES THAT ARE THE TEMPORARY STALLS THAT ARE REALLY INTENDED TO BE VERY FLEXIBLE, TENANTS CAN COME IN AND RENT BY THE WEEKEND, BY THE MONTH OR BY A THREE OR SIX-MONTH DESIRE. SO IT'S SOMETHING NEW ALL OF THE TIME COMING INTO THE MARKET HALL. YOU HAVE ANCHOR TENANTS SUPPORTING BUDDING MICRO ENTREPRENEURS. IT'S REALLY A DYNAMIC SYSTEM OF SUPPORT.

IN ADDITION WE'LL BE WORKING WITH MICRO ENTERPRISE SERVICES OF OREGON TO PROVIDE THE BUSINESS DEVELOPMENT SUPPORT ON SITE. IN ADDITION YOU'LL SEE TO THE LEFT THE COMMERCIAL KITCHEN AND TO THE TOP NORTHERN CORNER OF THE MARKET HALL IS WHERE THE COMMUNITY COMMERCIAL KITCHEN WILL BE RENTED BY THE HOUR. ADJACENT TO THAT IS THE PLAZA. WHEN WE TALK ABOUT THE BUILT ENVIRONMENT IT'S REALLY IMPORTANT THROUGH OUR CONVERSATIONS WITH COMMUNITY MEMBERS AND APPLYING OUR EQUITY PRINCIPLES OF HOW DO WE MAKE THIS WELCOMING, THAT EVERYONE FEELS COMFORTABLE COMING TO THIS LOCATION. WHAT WE HAVE TALKED ABOUT IS MAKING SURE THAT THERE IS A MULTILINGUAL OPPORTUNITY WITHIN THE MARKET HALL, SIGNAGE, WAYFINDING, MAKING SURE THAT THERE'S CRIME PREVENTION THROUGH

DESIGN SO THINKING ABOUT VISIBILITY, MAKING SURE THAT FOLKS FEEL SAFE COMING IN AND OUT, HAVING VERY GOOD LIGHTING. WE HAVE ALSO -- THE DESIGNERS HAVE HEARD FROM THE COMMUNITIES THAT THEY WANTED TO HAVE PHYSICAL ACTIVITY ON THE PLAZA BUT IT'S DIFFICULT BUT THEY HAVE CREATED IT LARGE ENOUGH TO HOUSE A ROLLOUT FOOTBALL COURT, WHICH IS REALLY EXCITING FOR COMMUNITY MEMBERS TO THINK ABOUT HOW DO THEY DO FOOTBALL TOURNAMENTS IN THE MIDDLE OF THIS DYNAMIC SPACE. THE BUSINESS PLAN WILL BE USED FOR PRIMARILY THE MARKET HALL TO IDENTIFY HOW THE BUSINESS WILL RUN TO MAKE SURE THAT WE ARE MEETING THE NEEDS OF THE COMMUNITY WHO IS THERE TODAY AND WHO WILL BE THERE TOMORROW. THE STRATEGIES AROUND THAT ARE PROVIDING BUSINESS DEVELOPMENT SERVICES TO WORK WITH THE COUNTY ON HEALTHY FOOD INITIATIVES AND PARTNERS THAT COULD HELP UNINCENTIVIZE VENDORS TO PROVIDE HEALTHY FOOD OPTIONS, ALSO WORKING WITH THE SCHOOL PROGRAMS, FARM TO TABLE PROGRAMS, WITH THE VARIOUS FARMERS THAT LIVE WITHIN EAST COUNTY.

Emily Bower: THERE'S MORE DETAIL IN THE BUSINESS PLAN. IT'S QUITE DENSE. IF YOU HAVE MORE QUESTIONS ABOUT THAT AND HOW WE'LL BE USING THAT I'M HAPPY TO SHARE THAT. TO GET TO THE ACHIEVEMENTS I WANTED TO SHARE SHORT 2ER78 OUT COMES. TRAINING AND ENGAGEMENT WITH ATT, WHICH AS HE MENTIONED THERE WAS A LOT OF ACTIVITY, A LOT OF OUTREACH, A LOT OF ON THE GROUND GRASS ROOTS ORGANIZING TO HELP PROVIDE REALLY AUTHENTIC AND AUTHENTIC CONVERSATION BUT HELPING THE CITY BE ACCOUNTABLE, HOW DO WE RESPOND TO THE BEST OF OUR ABILITY. WE CREATED COMMUNITY PARTICIPATORY DESIGN PROJECT TO MAKE SURE THE DESIGN WAS REFLECTIVE OF THE MULTI-CULTURAL COMMUNITY. WE HAD INTERNATIONAL FOOD FESTIVALS, ABOUT FOUR OVER THE LAST TWO YEARS.

Chair Kafoury: I'M SORRY, WE'RE A LITTLE BEHIND SCHEDULE.

Emily Bower: WOOPS. SORRY. WE HAVE WRAP-AROUND SUPPORT FOR COMMUNITIES OF COLOR. WE WHO RKD TO DO A SIX-MONTH PROGRAM. THEY REACHED 25% AFRICAN-AMERICAN BUSINESSES. WE ALSO HAD CULTURALLY SPECIFIC ENGAGEMENT EVENTS THAT ARE STARTING THIS YEAR IN YEAR FOUR. FOR A POLICY PERSPECTIVE AND LONG TERM SUSTAINABILITY WE EXPANDED THE BUDGET IN OUR URBAN RENEWAL DEPARTMENT. WE HAVE MORE INTERDEPARTMENTAL COORDINATION DISCUSSING AND EXPLORING AND EXPANDING. [AUDIO NOT UNDERSTANDABLE] HIRING STAFF WITH CULTURALLY RESPONSIVE SKILLS AND PRACTICE. WE'RE LOOKING AT THOSE INFLUENCE OF THE REACH GRANT HAS PROVIDED RECOMMENDATIONS FOR LAND DEVELOPMENT AGREEMENT WITH THE DEVELOPER AND WE'RE CONTINUING PARTNERSHIPS AND COLLABORATIONS AND THE BIG, EXCITING PART OF HOW THIS HAS INFLUENCED SOME OF THE WORK IS IN OUR 2019 WORK PLAN FOR THE CITY-WIDE WE'RE DOING AN EQUITY AND INCLUSION

STRATEGY THAT STARTED THIS LAST MONTH. SO THANK YOU AND APOLOGIZE FOR THE TIME.

Chair Kafoury: WE HAVE A LOT THIS MORNING.

Emily Bower: WE STARTED OUT WITH LITTLE TO NO FUNDING BEGINNING WITH THE ACHIEVE COALITION. MULTNOMAH COUNTY STEERED THESE RELATIONSHIPS AND LEVERAGED ADDITIONAL FUNDING WITH REACH 2010, CPPWAND NOW OUR CURRENT REACH 2014. WE ALSO REALLY JUST WANT TO HIGHLIGHT THE RETURN ON INVESTMENT AROUND BUILDING TRUSTED RELATIONSHIPS WITH AND ENGAGING COMMUNITY MEMBERS R MEMBERS, IDENTIFYING CULL REALLY SPECIFIC APPROACHES THAT REDUCE THE IMPACT OF CHRONIC DISEASE, EMPOWERING COMMUNITY MEMBERS TO FEEL THEY ARE ACTIVE AND EQUAL PARTICIPANTS AND CREATING HEALTH, PROMOTING ENVIRONMENTS THAT STRENGTHEN COMMUNITIES FROM WITHIN. OUR REACH WORK CAN BE SEEN AND USED AS A FRAMEWORK TO EXPAND OUT TO OTHER CULTURALLY SPECIFIC INVESTMENTS. AS THE WORK HAS ALLOWED US THE PLATFORM TO DEMONSTRATE THE VALUE OF CULTURALLY SPECIFIC APPROACHES AND WE'RE HOPING TO CONTINUE INVESTMENT WITHIN THIS APPROACH AND STRATEGY IN OTHER CULTURALLY SPECIFIC COMMUNITIES. AND JUST WANTED TO MENTION THAT WE ARE THROUGH OUR REACH WORK TOUCHED ON SIX OF THE SEVEN PUBLIC HEALTH MODERNIZATION COMPONENTS, AND WE'RE JUST EXCITED AND THANK YOU FOR HAVING US HERE TODAY.

Chair Kafoury: THANK YOU SO MUCH FOR COMING. DO WE HAVE QUESTIONS OR COMMENTS?

Commissioner Meieran: ONE COMMENT, ONE QUESTION. FIRST OF ALL, THANKS TO ALL OF YOU FOR BEING HERE TODAY. REALLY APPRECIATE YOUR IN-DEPTH AND COMPREHENSIVE PRESENTATIONS AND JUST SOB APPRECIATE THE WORK YOU'RE DOING WITH REACH. IT IS AMAZING. WHAT I APPRECIATE SO MUCH ABOUT IT BUT IN PARTICULAR YOUR LEVEL OF ENGAGEMENT WITH THE COMMUNITY. WE TALK ABOUT GOLD STANDARDS BUT YOURS IS A PLATINUM STANDARD I WOULD SAY. YOU JUST GO SO FAR AND ABOVE, REALLY MODEL HOW WE SHOULD BE DOING COMMUNITY ENGAGEMENT WORK. SO THANK YOU FOR THAT. THEN A QUESTION, MAYBE FOR EMILY. WE CAN TALK ABOUT IT LATER BUT GOING BACK TO THE ROCKWOOD MARKET HALL AND THE TENANT UNITS THERE, HOW YOU KIND OF ARRIVED UPON THE MIX OF AFFORDABLE UNITS AND SORE OF THE DEGREE OF AFFORDABILITY, THE 20 UNITS AT 80% THAT YOU WERE TALKING ABOUT, 80% MFI, IF YOU COULD SPEAK TO THAT A LITTLE BIT.

Emily Bower: OF COURSE. THE 20% OF THE HOUSING UNITS WERE 80% MFI. THAT IS LARGELY DUE TO THE NEW MARKET TAX CREDITS PART OF OUR FINANCING PACKAGE FOR THE PROJECT. IT'S ONE OF THE COMMUNITY

BENEFITS REQUIREMENTS OF RECEIVING NEW MARK TAX CREDITS, TO ENSURE THERE'S AN AFFORDABILITY COMPONENT BUILT INTO HOUSING. THAT'S THAT 20%. THAT'S WHERE THAT EQUATION IS FACTORED FROM. FOR THE MARKET HALL WE SAW BEST PRACTICE THROUGHOUT THE LOCAL, REGIONAL AND NATIONAL MARKETS AND WE FOUND THAT THE MINNEAPOLIS MARKET WAS A REALLY GOOD EXAMPLE OF HOW ANCHOR TENANTS AND SMALL ENTREPRENEURS REALLY HELP SUPPORT EACH OTHER THROUGH MENTORSHIP AND PATRONAGE. WHEN YOU HAVE ANCHOR TENANTS THERE IT BRINGS FOLKS TO THE MARKET HALL. ONCE THEY GET THERE THEY SEE THERE'S A VARIETY OF OPTIONS. WHAT'S THE BEST BALANCE WORKING WITH OUR ECONOMISTS ON THE PROJECT WITH THE BUSINESS PLAN IT WAS TO IDENTIFY WHAT'S THE RIGHT MIX OF ANCHOR VERSUS MICRO ENTREPRENEURS THEN HAVING THE FLEXIBLE STALL SPACE CAME FROM INTERNATIONAL PRACTICES. THERE'S A VIBRANCY IN HAVING ADAPTABLE SPACE FOR PEOPLE TO SEE SOMETHING NEW WEEKLY OR MONTHLY.

Commissioner Meieran: NO, THE MODEL TOTALLY MAKES SENSE BUT FOR EXAMPLE HOW YOU DECIDED UPON 80% MFI BEING CONSIDERED AFFORDABLE IN THAT PARTICULAR REGION.

Emily Bower: RIGHT.

Commissioner Meieran: NOT NECESSARILY AFFORDABLE.

Emily Bower: UNDERSTOOD. THAT CAME FROM THE FEDERAL 80% MULTI FAMILY INCOME SECTOR. THAT COMES FROM THE COMMUNITY BENEFITS CRITERIA RELATED TO NEW MARKET TAX CREDITS AT A FEDERAL LEVEL THAT

Commissioner Meieran: YOU'RE REQUIRED TO BE 80%? YOU COULDN'T GO LOWER THAN IN?

Emily Bower: YOU'RE REQUIRED TO BE 20% OF THE OVER ALL PROJECT. THAT MEETS AN 80% MFI.

Commissioner Meieran: OKAY.

Emily Bower: WE CAN TALK IN MORE DETAIL BUT IT COMES DIRECTLY FROM A FEDERAL REQUIREMENT.

Commissioner Meieran: THANK YOU.

Commissioner Vega Pederson: SO JUST BRIEFLY I WANT TO SAY THING YOU SO MUCH FOR THE PRESENTATION. IT WAS INSIGHTFUL IN ALL THE WAYS YOU GUYS ARE REACHING OUT. TO PIGGYBACK ON WHAT YOU SAID, THE DEPTH AND BREATH OF HOW YOU'RE REACHING OUT TO COMMUNITIES IS REALLY INSIGHTFUL AND LAUDABLE. I WOULD JUST SAY THAT AS YOU GO FORWARD I



WOULD LOVE TO LEARN MORE ABOUT THE DIFFERENT TACTICS YOU'RE TAKING OR TOOLS YOU'RE USING TO REACH OUT TO DIFFERENT GROUPS BECAUSE I KNOW IN EAST PORTLAND AND IN EAST COUNTY THERE ARE SO MANY DIFFERENT CULTURAL GROUPS, ETHNIC, RACIAL GROUPS. WHAT ARE SOME OF THE THINGS THAT HAVE WORKED BEST IN DIFFERENT POPULATIONS. I WOULD LOVE TO HEAR MORE ABOUT THAT. THANK YOU.

Commissioner Stegmann: THANK YOU, CHAIR. FIRST OF ALL WELCOME TO MY GRESHAM COLLEAGUES. IT'S ALWAYS GREAT TO HAVE COLLEAGUES FROM THE CITY OF GRESHAM. SO EXCITED TO HEAR ABOUT THE ROCKWOOD RISING. AS MANY OF YOU KNOW I WAS A GRESHAM CITY COUNCILOR AND REDEVELOPMENT COMMISSIONER WHEN THIS CAME TOGETHER. SO SOME PEOPLE ARE CONCERNED, OBVIOUSLY, WITH GOOD REASON ABOUT GENTRIFICATION AND WHAT I LOVE ABOUT THIS PROJECT IS THAT AS A REDEVELOPMENT COMMISSIONER WE SAT DOWN AND SAID, HOW CAN WE SERVE THE PEOPLE THAT ARE LIVING IN THAT NEIGHBORHOOD CURRENTLY AND MEET FOLKS WHERE THEY ARE. WHAT YOU'RE SEEING TODAY IS THE RESULTS OF THAT. WE'RE PROVIDING JOB OPPORTUNITIES, ENTREPRENEURIAL OPPORTUNITIES, AND IT'S A FOOD DESERT. PEOPLE -- WE DID STUDIES THAT SHOWED PEOPLE IN ROCKWOOD GOT ON THE LIGHT-RAIL AND WENT TO GATEWAY, THE WINCO GATEWAY TO GET THEIR FOOD. THAT IS CRAZY. THERE WERE A LOT OF THINGS WE TRIED TO TAKE INTO CONSIDERATION. I SO APPRECIATE YOU COMING AND GIVING US AN UPDATE. TOBACCO CESSATION, THAT'S HUGE. I LOVE THE FACT THAT YOU'RE GOING INTO IN-HOME CHILD CARE FACILITIES AND SHOWING -- I OBVIOUSLY MESSED UP BECAUSE I DID NOT REWARD MY CHILD WITH VEGETABLES AND FRUITS. HAD I DONE THAT SHE PROBABLY WOULD HAVE TURNED OUT BETTER. [LAUGHTER]

Emily Bower: RACHEL, WE LOVE YOU EVEN IF YOUR MOTHER -- [LAUGHTER]

Commissioner Stegmann; ANYWAY, I'M SORRY TO SEE THE FOUR-YEAR GRANT COMING TO AN END. I'M HOPING THERE'S SOME WAY THAT WE CAN STILL CARRY ON THE GOOD WORK THAT YOU ALL ARE DOING SO THANK YOU SO MUCH.

Chair Kafoury: THANK YOU FOR COMING. APPRECIATE THIS CONVERSATION. REALLY ENJOY HEARING ABOUT THE WAYS THAT WE ARE CONTINUING TO JUST REALLY GET TO THE COMMUNITIES THAT WE NEED TO REACH AND NOT USING TRADITIONAL METHODS THAT LEAVE OUR FAMILIES AND OUR PEOPLE BEHIND THAT WE'RE REALLY FOCUSED ON HOW DO WE BEST REACH OUT HEARING ABOUT CHOOSING IN-HOME CARE-GIVERS AS OPPOSED TO THE BIG DAYCARE CENTERS BECAUSE WE KNOW THAT THAT IS WHAT OUR AFRICAN-AMERICAN FAMILIES USE. I JUST AS COMMISSIONER MEIERAN SAID, CONTINUED OUTREACH IS WONDERFUL TO HEAR ABOUT. LOOK FORWARD TO HEARING WHAT COMES NEXT. I KNOW THAT AS COMMISSIONER STEGMANN

SAID WE HAVE OUR CHIP OUT THERE. ALL OF OUR PLANS ARE IN PLACE SO WE'LL BE ABLE TO USE THESE STRATEGIES IN OTHER WAYS MOVING FORWARD. SO THANK YOU. THANKS FOR COMING.

Emily Bower: THANK YOU.

Chair Kafoury: NEXT WE HAVE A BOARD BRIEFING ON WORK FORCE TRENDS AND THE 2017 COUNTY-WIDE EMPLOYEE SURVEY.

**B.2 Board Briefing on Workforce Trends and 2017 Countywide Employee Survey. Presenters: Marissa Madrigal, COO; Anna Plumb, Evaluation and Research Manager; Alison Sachet, Sr. Research and Evaluation Analyst; Jillian Girard, Sr. Research and Evaluation Analyst; Katherin Flower, Sr. Research and Evaluation Analyst, and Invited Guests**

Marissa Madrigal: GOOD MORNING, CHAIR, COMMISSIONERS. I'M MARISSA MADRIGAL, CHIEF OPERATING OFFICER, HERE TODAY WITH ANNA PLUMB, ALISON SACHET, JILLIAN GIRARD AND KATHERINE FLOWER. WE WILL BE EXPLORING COUNTYWIDE EMPLOYEE SURVEY. FIRST THE MOST BASIC, THE PRESENTATIONS TODAY ARE PART OF WORK THAT CENTRAL H.R. HAS BEEN SPONSORING AT THE COUNTY FOR MANY YEARS. WE HAVE DONE COUNTY-WIDE EMPLOYEE SURVEY EVERY TWO YEARS SINCE AT LEAST THE 1990S AND THIS IS THE SECOND ITERATION OF THE WORK FORCE TRENDS REPORT. BOTH ARE PART OF OUR EVERS TO UNDERSTAND HOW EMPLOYEES ARE DOING. SECOND, WE'RE PRESENTING THIS NOW TO GIVE YOU MORE WAYS TO UNDERSTAND EMPLOYEE EXPERIENCES AND TO SUPPORT THE WORK FORCE EQUITY STRATEGY YOU WILL SEE ON THURSDAY. OVER THE LAST MONTH YOU'VE HEARD A LOT OF TESTIMONY AND ON THURSDAY YOU'LL REVIEW THE WORK FORCE EQUITY STRATEGY BUILT UPON EMPLOYEE TESTIMONY ABOUT THEIR EXPERIENCES AND NEEDS.

WE'RE PRESENTING THIS AS A COMPLEMENT IN HOPES OF GULFING YOU THE FULLEST PICTURE POSSIBLE. I WOULD LIKE TO ACKNOWLEDGE THE PRESENCE TODAY OF OUR H.R. CONSULTANTS FROM GENTLEMAN MAT ROLLINS HERE IN THE AUDIENCE. [APPLAUSE] THEY ARE OFF TO A RUNNING START. WE ARE DELIGHTED AND EXCITED TO BE WITH THEM. ALL THIS INFORMATION IS FEEDING INTO THAT PROCESS OF REVIEWING OUR ENTIRE EMPLOYMENT CYCLE, OUR COMPLAINT PROCESS, ALL THE THINGS THAT WE OUTLINED IN RESPONSE TO EMPLOYEE CONCERNS ABOUT THEIR EXPERIENCE AND WHILE THERE IS SOME TROUBLING DATA, SOME TROUBLING INFORMATION THAT YOU WILL HEAR, I THINK ONE THING I ALSO WANT TO POINT OUT IS FOR THE WORK FORCE TREND DATA IS THIS THE FIRST TIME THEY SHARED THIS DATA PUBLICLY. I WANT TO ACKNOWLEDGE THAT BECAUSE PART OF IMPROVING THINGS AT MULTNOMAH COUNTY WILL REQUIRE A CULTURE WHERE WE CAN LOOK AT DIFFICULT DATA. WE CAN LOOK AT PROBLEMS, BE TRANSPARENT ABOUT THEM AND FIND SOLUTIONS

TOGETHER. THAT IS HOW HEALTHY ORGANIZATIONS WORK. YOU DON'T BURY THE BAD NEWS. YOU SHINE LIGHT ON IT AND YOU ATTACK IT WITH SMART PEOPLE, WITH HEART AND WITH PASSION. I THINK THIS IS PART OF THAT PROCESS. SO I THANK YOU FOR YOUR SUPPORT IN SUPPORTING US BRINGING FORWARD GOOD AND BAD NEWS SO WE CAN DEAL WITH IT TOGETHER. THANK YOU.

Anna Plumb: GOOD MORNING, CHAIR, COMMISSIONERS. I'M ANNA PLUMB, MANAGER WITHIN THE DEPARTMENT OF COUNTY MANAGEMENT. I'M GOING TO GIVE YOU AN S- OVERVIEW OF WHERE WE'RE COMING FROM, DATA WE'RE USING. WE'RE GOING TO GIVE YOU A LOT OF INFORMATION FROM THREE PRIMARY SOURCES. THE FIRST IS THE 2015-16 H.R. TRENDS REPORT. THAT IS DATA FROM OUR HUMAN RESOURCES SYSTEM. WE PULLED TWO YEARS OF H.R. DATA AND LOOKED AT WHAT HAPPENS WITH HIRING, SEPARATIONS, PROMOTIONS AND OTHER MILESTONES ALONG CAREERS. THIS INFORMATION IS CONSIDERED A BASELINE. IT HELPS US UNDERSTAND OUR PATTERNS AND WHAT'S HAPPENING WITH OUR EMPLOYEES BUT IT'S JUST A BASELINE. IT CAN'T TELL US THE WHY. WHICH IS PART OF WHY WE'RE PRESENTING IT WITH SOME OTHER PROJECTS AS WELL. THE SECOND PROJECT TODAY IS THE COUNTY WIDE EMPLOYEE SURVEY.

THIS HAS BEEN DONE EVERY TWO YEARS FOR A LONG TIME. SPECIFIC TO ALL COUNTY EMPLOYEES AND IT ASKS QUESTIONS ABOUT WORK CLIMATE, JOB SATISFACTION, TRAINING, SUPERVISION AND COMMUNICATION AND IF FEW OTHER AREAS. THIS YEAR IT WAS ISSUED IN FALL 2017 AND WE GOT RESPONSES FROM OVER 3200 COUNTY EMPLOYEES, JUST UNDER 60% OF OUR REGULAR WORK FORCE. MOST OF THE QUESTIONS ARE WHAT WE WOULD CONSIDER QUANTITATIVE, MEANS SCALED TO A SERIES OF QUESTIONS. THERE WAS ONE OPEN-ENDED COMMENT AT THE END WHICH BASICALLY ASKED TELL US ABOUT YOUR EXPERIENCE AS A COUNTY EMPLOYEE. WE GOT ABOUT 800 RESPONSES TO THAT BOX. THIS YEAR WE WERE ABLE TO DO A MORE IN DEPTH ANALYSIS. OUR UNIT PARTNERED WITH THE OFFICE OF DIVERSITY AND EQUITY TO DO A MORE IN DEPTH ANALYSIS. YOU'LL HEAR MORE ABOUT THAT HERE. YOU MAY BE SEEING ONLY CHARTS AND GRAPHS. WE WANT TO MAKE CLEAR THIS IS DATA RIGOROUSLY ANALYZED. THE LAST PROJECT IS CALLED RESEARCH ON EQUITY AND ACCOMMODATIONS FROM PEOPLE WITH DISABILITIES. THIS IS AN ONGOING PROJECT. TWO YEARS AGO OUR COUNTY-WIDE SURVEY SHOWED LOWER SATISFACTION AND EXPERIENCE FOR EMPLOYEES WITH DISABILITIES ACROSS ALL SECTIONS OF THE SURVEY. IN RESPONSE WE PARTNERED WITH ADAPT TO BETTER UNDERSTAND THE EXPERIENCES AND NEEDS OF EMPLOYEES WITH DISABILITIES. IT'S AN INTERVIEW BASED PROJECT THAT WORK AND ANALYSIS IS ONGOING. WE HAVE HEARD FROM ABOUT 60 EMPLOYEES SO FAR. WE HAVE PRELIMINARY FINDINGS THAT WE'LL SHARE WITH YOU TO MAKE SURE THAT ASPECT IS HEARD. BEFORE WE GO FURTHER I WOULD LIKE TO ACKNOWLEDGE THE ROLE OF EMPLOYEE RESEARCH

GROUPS. THERE'S A LOT OF SUPPORT HERE. WE REALLY APPRECIATE IT. WE ALSO WANT TO TALK A LITTLE BIT ABOUT THE CONTEXT AS A COUNTY AND NATION. TO DO THAT I WOULD LIKE AMIR FLINT TO SAY A FEW WORDS.

Aimeera Flint: THANK YOU, COMMISSIONERS, CHAIR KAFOURY. I'M AIMEERA FLINT. I'M PART OF EOC LEADERSHIP. I WORK IN THE HEALTH DEPARTMENT. I WANT TO ACKNOWLEDGE ALL THE RESOURCE EMPLOYEE GROUPS, [LIST GROUPS] WHO HAVE DEDICATED THEIR TIME AND ENERGY IN MAKING MULTNOMAH COUNTY A PLACE WHERE EMPLOYEES CAN GIVE SUPPORT, WORK ON ISSUES THEY ARE PASSIONATE ABOUT AND WHERE THEY CAN FIND A SENSE OF BELONGING. THE REPORT IDENTIFIED POSITIVE AND TROUBLING TRENDS AND IS IMPORTANT TO INTERPRET THESE WITHIN A LARGER CONTEXT. CHANGES IN COUNTY WORK FORCE REFLECT LARGER DEMOGRAPHIC TRENDS AND DEMOGRAPHIC TRENDS ARE THEMSELVES A PRODUCT OF SYSTEMIC OPPRESSION. OREGON AND THE UNITED STATES WAS LITERALLY BUILT ON RACISM AND MULTNOMAH COUNTY HAS OPERATED WITH THAT SAME AS MOST PUBLIC INSTITUTIONS IN THE UNITED STATES DO INCLUDING OUR CRIMINAL JUSTICE, HEALTH CARE, SCHOOLS AND WORKPLACE ENVIRONMENTS. OREGON HAS A HISTORY OF RACISM WHERE IT WAS ILLEGAL BLACK PEOPLE TO LIVE IN OREGON. IT WASN'T ABOLISHED IN 1953. OREGON WAS CONSIDERED ONE OF THE MOST RACIST STATES ON THE WEST SIDE OF THE MISSISSIPPI WHERE THERE WAS AN ESTIMATED 20,000 KU KLUX KLAN MEMBERS IN THE 1950'S AND '60S AND WHITE SUPREMACISTS STILL CONTINUE TO MAKE OREGON THEIR HOME.

OREGON HAS A WELL DOCUMENTED HISTORY OF DISCRIMINATION THAT HAS CONSTRAINED THE ECONOMIC AND PROFESSIONAL OPPORTUNITIES FOR GENERATIONS OF PEOPLE OF COLOR. IT IS WHY PORTLAND IS CONSIDERED ONE EVER THE WHITEST CITIES IN AMERICA IN PRESENT DAY TODAY. WE MUST GET BEYOND GETTING THE INFORMATION BUT TAKING NO ACTION OR MINIMAL ACTION. FOR A SYSTEM TO CHANGE PEOPLE HAVE TO CHANGE. FOR PEOPLE TO CHANGE THERE MUST BE HUMILITY, INTROSPECTION AND ACCOUNTABILITY. OPERATING -- HAS BEEN THE NATURE OF LIFE IN AMERICA AND THIS HAS INFLUENCED AND CONTINUES TO INFLUENCE HISTORIC HIRING PRACTICES AND WORK FORCE CULTURE HERE AND ACROSS THE COUNTRY. THE FACTS AND DATA CONFIRM THIS. THE COUNTY WORK FORCE MUST BE PREPARED TO SERVE CHANGING POPULATIONS WHILE ADDRESS BE INEQUITIES INHERITED FROM PAST LOW PRESSURE BELONGING FOR ALL EMPLOYEES. THESE RESEARCHERS WILL PRESENT THIS INFORMATION WITH A GOAL IN MIND AND ENCOURAGE YOU TO CONSIDER THE HISTORICAL CONTENT. WE HOPE TO ADDRESS DISPARITIES THROUGH THE STRATEGIC WORK FORCE EQUITY PLAN PRESENTED AT 9:30 ON THURSDAY. THANK YOU FOR YOUR WORK.

Chair Kafoury: THANK YOU

Anna Plumb: WE'RE GOING TO GET INTO THE RESULTS IN A MOMENT. BEFORE WE DO WE WANT YOU TO UNDERSTAND HOW THEY ALL TIE TOGETHER. AS WE PUT TOGETHER RESULTS FOR THE THREE PROJECTS I MENTIONED WE DISCOVERED A SET OF IMPORTANT RELATIONSHIPS THAT AFFECT HOW -- WE'RE SHOWING UP AS INTERPLAY BETWEEN IDENTITIES YOU, POSITION IN THE ORGANIZATION, MANAGEMENT, LEADERSHIP AND HOW THAT AFFECTS THE ENVIRONMENT AND WHAT WE CONSIDER H.R. MILESTONES. YOU'LL SEE CENTERED IN THE GRAPHIC IS WORK ENVIRONMENT. THAT IS HOW YOU EXPERIENCE YOUR WORK LIFE. IT'S AFFECTED BY THREE THINGS. YOUR POSITION IN THE ORGANIZATION, WHAT DEPARTMENT ARE YOU IN? ARE YOU A FRONT LINE WORKER? MIDDLE MANAGEMENT? IT'S AFFECTED BY YOUR IDENTITIES. ARE YOU TRANSGENDER, STRAIGHT, WHITE? ALSO YOUR EXPERIENCE OF EQUITY AND DIVERSITY WITHIN YOUR ORGANIZATION. YOUR EXPERIENCE IS AFFECTED BY MANAGEMENT AND LEADERSHIP, HOW YOU EXPERIENCE YOUR MANAGER RELATIONSHIP AND YOUR RELATIONSHIP WITH LEADERSHIP INCLUDING H.R.,

SO ALL THESE THINGS WORK TOGETHER TO FRAME HOW PEOPLE EXPERIENCE THEIR LIFE AS AN EMPLOYEE BUT AT THE SAME TIME WE FOUND AN INTERPLAY BETWEEN THE WORK ENVIRONMENT AND ALL THE H.R. ACTIONS AT THE BOTTOM. YOUR PARTICULAR SET OF IDENTITIES WILL AFFECT YOUR LIKELIHOOD OF EXPERIENCING SOME OF THESE ACTIONS. IN ADDITION, YOUR PARTICULAR SET OF IDENTITIES AND WHERE YOU SIT WILL AFFECT HOW YOU EXPERIENCE THESE THINGS. YOUR HIRING EXPERIENCE LOOKS DIFFERENT DEPENDING WHO YOU ARE AND WHERE YOU SIT IN THE ORGANIZATION. WE TYPICALLY THINK OF PEOPLE'S MOVEMENT AS LINEAR BUT WE HAVE THE GRAY ARROWS GOING BOTH WAYS BECAUSE PEOPLE'S EXPERIENCE IS NOT LINEAR. SO FOR EXAMPLE YOUR HIRING EXPERIENCE MAY AFFECT HOW YOU PERCEIVE YOUR ADVANCEMENT OPPORTUNITY. AT THE SAME TIME YOUR ADVANCEMENT OPPORTUNITY OR LACK THEREOF MAY AFFECT HOW YOU LOOK BACK AT THE HIRING GOING ON AROUND YOU AND HOW YOU THINK ABOUT THE HIRING.

ALL OF THIS MAY AFFECT YOUR RETENTION AND SEPARATION LIKELIHOOD. WE'LL SEE THERE ARE DIFFERENCES IN SEPARATION BY PARTICULAR IDENTITIES. THEN THIS ALL GOES BACK TO HIRING AND RECRUITMENT. IF THERE'S A REALITY OR PERCEPTION THAT CERTAIN -- IT'S GOING TO BE HARDER TO RECRUIT AND HIRE THOSE PEOPLE THAT FEEL AT A DISADVANTAGE. WE SET OUR PRESENTATION AROUND THIS FRAMEWORK AND WE'RE GOING TO WALK YOU THROUGH HOW POSITION IDENTITIES AND MANAGEMENT AND LEADERSHIP AFFECT THE RESULTS IN HIRING, ADVANCEMENT AND RETENTION AND SEPARATION. MOVE TO JILLIAN TO GET STARTED.

Jillian Girard: HELLO. I'M JILLIAN GERARD FROM THE EVALUATION AND RESEARCH UNIT. HEIM PROUD TO BE PRESENTING THESE RESULTS, PROUD

TO BE WITH THE PEOPLE IN THE ROOM. BEFORE WE DIVE INTO DETAIL I WANTED TO JUST START WITH BASIC DEMOGRAPHICS OF THE COUNTY WORK FORCE. THIS IS THE REGULAR COUNTY WORK FORCE AND IT'S SHOWING FOUR FISCAL YEARS FROM FY-2013 TO 2016. THE BLUE AT THE TOP OF THE BARS INDICATES THE PROPORTION OF THE WORK FORCE MADE UP OF EMPLOYEES OF COLOR. WE CAN SEE ABOUT A QUARTER OF THE WORK FORCE IS EMPLOYEES OF COLOR. THE GRAY, WHITE EMPLOYEES ABOUT THREE-QUARTERS. THE IMPORTANT TREND TO HIGHLIGHT HERE IS THE SLOW INCREASE IN PROPORTION OF EMPLOYEES OF COLOR. FROM 24% IN 2013 TO 28% IN FY-2016.

Jillian Girard: A SLIGHT INCREASE AS I SAID, AND THIS WILL DEPEND ON FUTURE RETENTION EFFORTS, HIRING EFFORTS, BUT IT'S A PATTERN WE SEE IN THE FOUR FISCAL YEARS. SIMILARLY, DURING THE SAME FOUR FISCAL YEARS WE SEE AN INCREASE IN THE PROPORTION OF MILLENNIALS IN THE WORK FORCE. CONVERSELY BABY BOOMERS ARE DECLINING AND GEN-X IS THE LARGEST PROPORTION IS IN THE MIDDLE HOLDING STEADY AT AROUND 50%. I WANTED TO START WITH RACE AND ETHNICITY AS WELL AS GENERATION AT THE BEGINNING OF THE PRESENTATION TO HIGHLIGHT THIS PARTICULAR TREND AND IF WE LOOK AT THE REGULAR COUNTY WORK FORCE FOR FY-2016 ONLY, WE SEE THAT IF I BREAK IT DOWN FIRST BY GENERATION, GOING ACROSS THE TABLE, THEN EACH OF THE GENERATIONS BY RACE, ETHNICITY, FOR MILLENNIALS IN PARTICULAR THE BAR ON THE LEFT WE SEE A HIGH PROPORTION OF HISPANIC OR LATINO EMPLOYEES, SO AMONG MILLENNIAL EMPLOYEES AT THE COUNTY 20% IDENTIFY AS HISPANIC OR LATINO. BEFORE I GO FURTHER INTO SOME OF THE QUANTITATIVE DATA I WANT TO HIGHLIGHT A COUPLE IMPORTANT THINGS. FIRST QUANTITATIVE DATA.

WE'RE COMPARING GROUPS AND GROUP DIFFERENCES SPECIFICALLY. WHEN I SAY SOMETHING ABOUT A PARTICULAR GROUP SUCH AS HISPANIC AND LATINO EMPLOYEES ARE YOUNGER ON AVERAGE THAT'S A TRUE STATEMENT OF THE GROUP BUT KEEP IN MIND THAT'S NOT NECESSARILY INDIVIDUAL EXPERIENCE. WE SEE IN THE BABY BOOMER GENERATION 6% HISPANIC OR LATINO. NOT CONFLATING THE EXPERIENCE OF THE GROUP BUT I'M GOING TO MENTION TODAY WITH INDIVIDUAL EXPERIENCE. ALSO THE H.R. TRENDS DATA COMES OUT OF OUR H.R. SYSTEM, AND THAT INCLUDES EMPLOYEE INFORMATION. THAT'S REALLY THE DEMOGRAPHICS. WE DON'T HAVE RELIABLE INFORMATION FOR THINGS LIKE SEXUAL ORIENTATION, DISABILITY STATUS, UNDERREPORTED. WE'RE NOT TALKING ABOUT SOME OF THESE THINGS IN REGARD TO THE H.R. ACTIONS. OUR LACK OF TALKING ABOUT THEM DOESN'T NECESSARILY MEAN THERE'S NOT SOMETHING GOING ON. JUST THAT WE DIDN'T HAVE THE DATA TO LOOK AT IT. THIS IS THROUGH FY-2016. THIS IS FY-20. YES. THE SAP DATA, H.R. DATA, IS WORK FOR FEDERAL REPORTING. WE SEE THE RACE AND ETHNICITY CATEGORIES. WE HAVE KNOW THAT'S NOT NECESSARILY THE MOST INCLUSIVE WAY OF PRESENTING THAT. SAME WITH GENDER. FOR THE H.R. TRENDS DATA YOU'LL SEE THAT

HAPPENING. ADDITIONALLY, WE DO HAVE DATA FROM THE SURVEY. THAT ALLOWED US TO ASK MORE INCLUSIVE CATEGORIES. WE HAVE MORE FOR GENDER AND SEX WALL ORIENTATION WITH THE SURVEY DATA. SPEAKING OF THE SURVEY, HERE WHEN WE WERE LOOKING AT THE SURVEY, WHICH WAS MOST RECENTLY CONDUCTED IN 2017, WE SAW GENERAL DECLINE FROM THE PAST COUPLE OF YEARS.

Jillian Girard: THIS PARTICULAR QUESTION THAT I HAVE VISUALIZED HERE IS THE SURVEY RESPONSES FROM 2009 THROUGH 2017 SURVEY. THIS IS PERCENT AGREEMENT TO THE STATEMENT. I'M SATISFIED WITH THE WAY THINGS ARE GOING IN MULTNOMAH COUNTY GOVERNMENT AT THIS TIME. SO WE SEE A PEAK IN 2015 ABOUT 77% OF PEOPLE RESPONDING THAT THEY AGREE WITH THAT STATEMENT. THEN A DECREASE OF ABOUT 14% IN THE MOST RECENT ITERATION OF THE SURVEY TO 63% AGREEMENT. WE ASKED A VERY SIMILAR QUESTION ABOUT SATISFACTION WITH DEPARTMENT AND THERE WAS A 6% DROP IN THAT QUESTION AS WELL. THESE TWO QUESTIONS WERE PARTICULARLY STRONG BUT WE DID SEE THE SORT OF GENERAL DECLINE THROUGHOUT THE SURVEY. PARTICULARLY FOR QUESTIONS INVOLVING EQUITY, TRAINING AND DEVELOPMENT AND THEN OVER ALL SATISFACTION THAT'S SHOWN HERE. NOW JUST GOING BACK TO THE FRAMEWORK WE'RE GOING TO MOVE INTO DATA ABOUT HIRING AND RETENTION. AN IMPORTANT PIECE OF CONTEXT THAT WE'RE LOOKING AT HIRING AND OTHER H.R. ACTIONS DURING THIS TIME IS THAT THE WORK FORCE, REGULAR COUNTY WORK FORCE GREW BY 700 EMPLOYEES FROM FY-13 TO '16.

SO JUST A LOT OF HIRING OCCURRED DURING THAT PERIOD. SO IT WAS IMPORTANT TO LOOK AT WHO WE HIRED. SO I SPECIFICALLY LOOKED AT TWO FISCAL YEARS, FY-15 AND 16. ABOUT HALF, 47%, WERE MILLENNIALS. 65% WE FEMALE. THAT'S PRETTY CONSISTENT WITH COUNTY DEMOGRAPHICS, AND SLIGHTLY MORE RACIALLY AND ETHNICALLY DIVERSE HIRES COMPARED TO THE COUNTY WORK FORCE. THE TOP BAR IS REGULAR COUNTY HIRES. THE BOTTOM BAR IS REGULAR COUNTY WORK FORCE. AMONG HIRES, 31% IDENTIFIED AS PERSONS OF COLOR COMPARED TO 27 OF REGULAR COUNTY WORK FORCE. THIS IS THE TOUGHEST GRAPH TO GET THROUGH. THE BARS HERE SHOW OUR PROPORTION OF THE HIRING. HERE WE'RE COMPARING OUR HIRES TO THE LOCAL LABOR POOL. THAT'S THE TRI-COUNTY AREA. SO THE BARS ARE OUR HIRING, OUR PROPORTION OF THE HIRING. THE DASHES ARE THE LABOR POOL. SO FOR EXAMPLE, IF WE LOOK AT OFFICIALS AND ADMINISTRATORS IN THE LOCAL LABOR POOL 2% OF OFFICIALS AND ADMINISTRATORS IDENTIFY AS AFRICAN-AMERICAN OR BLACK COMPARED TO OUR HIRING FOR OFFICIALS AND ADMINISTRATORS, 17% WERE BLACK OR AFRICAN-AMERICAN SO WE'RE HIRING AT A PROPORTION ABOVE LEVELS. THE BLUE INDICATE WE'RE ABOVE. THE DARK GRAY INDICATES THAT WE'RE HIRING BELOW THE LABOR POOL. THE LIGHT GRAY IS APPROXIMATELY SIMILAR TO THE LABOR POOL. THE BIG TAKE-AWAY IS FOR COMMUNITIES OF

COLOR WE'RE HIRING AT OR ABOVE LABOR POOL LEVELS. THAT WAS A LITTLE BIT ABOUT WHO WE'RE HIRING. I'M GOING TO PASS IT OVER TO TALK ABOUT THE HIRING EXPERIENCE.

Katherin Flower: GOOD MORNING, CHAIR, COMMISSIONERS. THANKS FOR HAVING ME. I'M KATHERINE FLOWER. I HAVE THE HONOR OF BEING RESEARCH AND EVALUATION STAFF AT THE OFFICE OF EQUITY AND DIVERSITY. I'LL LOOK AT THE 2017 COUNTY-WIDE SURVEY. THIS IS ONE OF THE FIRST TIMES WE'RE ABLE TO PRESENT IN DEPTH AND PRESENT AS PART OF THE BOARD BRIEFING. AT THE END OF THE COUNTY WIDE EMPLOYEE SURVEY THERE WAS AN OPEN-ENDED COMMENT, QUESTION, THAT ASKED EMPLOYEES TO TELL ABOUT YOUR EXPERIENCE AS AN EMPLOYEE. THEY COULD HAVE WRITTEN ABOUT ANYTHING. WE GOT OVER 800 COMMENTS FROM PEOPLE AND WE CODED ALL 800 OF THOSE. I'LL BEGIN WITH THE QUALITATIVE DATA RELATED TO HIRING AND RULES OF DIVERSITY, EQUITY AND IDENTITIES IN THE HIRING AND THE WAY IT INFLUENCED THE PROCESS.

ONE OF THE FIRST TAKE-AWAYS IS THAT THERE WAS A RANGE OF EXPERIENCES AND PERSPECTIVES ABOUT THE HIRING PROCESS AND THEY TENDED TO BE INFLUENCED BY PEOPLE'S IDENTITIES. THOSE FROM LESS PRIVILEGED GROUPS TENDED TO SAY THEY WITNESSED OR EXPERIENCED DISCRIMINATION IN HIRING RELATED TO RACE, GENDER, AGE AND DISABILITY. AT THE SAME TIME, PEOPLE FROM MORE PRIVILEGED GROUPS EXPRESSED BEING AT A DISADVANTAGE BECAUSE OF THEIR DOMINANT CULTURE IDENTITY. YOU CAN SEE THE RANGE OF COMMENTS. RELATED TO THIS PEOPLE INCLUDING THOSE FROM BOTH MORE AND LESS PRIVILEGED IDENTITIES SAID THERE WAS NOT ENOUGH FOCUS ON EQUITY AND DIVERSITY IN HIRING BUT THERE WERE COMMENTS FROM PEOPLE SAYING THAT THERE WAS TOO MUCH FOCUS ON DIVERSITY AND EQUITY. I THINK IT'S IMPORTANT TO NOTE AGAIN WHILE THERE WAS A RANGE OF COMMENTS, OVER ALL THERE WERE FAR MORE INSTANCES OF PEOPLE ASKING FOR AN INCREASED FOCUS ON EQUITY OR DESCRIBING DISCRIMINATION BASED ON A NONDOMINANT IDENTITY.

THERE WERE ALSO PEOPLE WHO FEEL THERE WAS TOKENISM IN THE HIRING PROCESS. THIS INCLUDED WHO WAS HIRED AS WELL AS THE COMPOSITION OF THE INTERVIEW PANEL. RATHER THAN TRUE AND AUTHENTIC EQUITY AND DIVERSITY. THERE'S A DESIRE FOR MORE INCLUSIVE INTERVIEW PANELS. NEXT I WOULD LIKE TO SHARE A COUPLE OF QUOTES THAT PROVIDE EXAMPLES OF WHAT EMPLOYEES SAID. WE THINK IT SHOWS THE RANGE OF EXPERIENCES RELATED TO THE EQUITY AND DIVERSITY IN HIRING. ON THE LEFT ONE PERSON SHARED SOME OF THE HIRING PROCEDURES AND PRACTICES DO NOT FAIRLY CAPTURE VALUE DIVERSE POPULATION. I SEE DIVERSITY OF PEOPLE INTERVIEWING FOR JOBS BUT IT ALWAYS SEEMS TO BE A WHITE ABLE-BODIED STRAIGHT PERSON WHO WINS OUT AGAINST MORE DIVERSE COLLEAGUES. RELATED TO DIVERSITY AND EQUITY I REALIZE THAT



SOME MANAGERS HIRE PROTECT AND PROMOTE STAFF WHO MAY NOT BE QUALIFIED TO DO THE JOB JUST TO REFLECT DIVERSITY.

Katherin Flower: I WANT TO EMPHASIZE THAT THE QUOTES ARE SNAPSHOT OF WHAT PEOPLE ARE SAYING, NOT NECESSARILY WHAT WE BELIEVE OR SUPPORT BUT I BELIEVE ONE OF THE MOST IMPORTANT TAKE-AWAYS IS THIS UNDERSCORES ONE EVER THE DIMENSIONS EVER THE WORK THE COUNTY WILL NEED TO CONSIDER AS IT MOVES FORWARD BECAUSE IT ILLUSTRATES THAT'S NOT NECESSARILY A COMMON, SHARED PERSPECTIVE OF WHAT THE ROLE OF EQUITY AND DIVERSITY IS AND SHOULD BE. IN FACT THERE'S MULTIPLE AND CONTRADICT CRY PERSPECTIVES. SO I'LL CONTINUE TO FOCUS ON HIRING BUT MOVE ON TO EXPLORE WHAT EMPLOYEES SAY ABOUT MANAGEMENT, LEADERSHIP AND THEIR POSITION IN HIRING. THAT'S ALONG THE BOTTOM LINE. A COMMON ISSUE THAT EMPLOYEES RAISED WERE CONCERNS ABOUT NEPOTISM AND FAVORITISM. MANY FELT MANAGERS ALREADY HAD SOMEONE IN MIND AND PUSHED TO HIRE THAT PARTICULAR PERSON. PEOPLE ALSO TALKED ABOUT HOW MANAGERS, LEADERSHIP AND H.R. AFFECT THE OVER ALL HIRING PROCESS. PART OF THAT INCLUDED THE ON-BOARDING.

THERE WERE COMMENTS ABOUT PEOPLE FEELING THAT THE ON-BOARDING WAS ABSENT OR INFECTIVE AS WELL AS LACK OF TRANSPARENCY AND CLARITY IN THE HIRING PROCESS. MUCH OF THIS FOCUS ON H.R. WITH THE APPLICANTS ABOUT THE PROCESS. ALSO RELATED TO DIVERSITY AND EQUITY WE HEARD CONCERNS ABOUT THE COMPOSITION OF THE INTERVIEW PANELS AND THIS INCLUDED CONCERNS ABOUT WHERE PEOPLE ARE POSITIONED IN THE ORGANIZATION. THIS BEGINS TO SHOW THE INTERPLAY BETWEEN MANAGEMENT POSITION AND EQUITY AND DIVERSITY IN THE HIRING PROCESS. THEY ARE NOT SEPARATE. THEY WORK TOGETHER TO IMPACT THE OVER ALL EXPERIENCE AND PERSPECTIVES. FINALLY, I THINK IT'S IMPORTANT TO NOTE WE DEFINITELY SAW DIFFERENCES BOTH BETWEEN DEPARTMENTS AS WELL AS WITHIN DEPARTMENTS ABOUT WHO IS PERCEIVED AS BEING HIRED AND WHAT THE GENERAL SENTIMENTS WERE. SO OUR NEXT SLIDE SHOWS AGAIN QUOTES FROM THE COUNTY-WIDE EMPLOYEE SURVEY.

ON THE LAST ONE PERSON SHARED THE INTERVIEW PANEL ARE NOT ALLOWED TO HIRE THE BEST JOB CONFLICTS THEY INTERVIEW BUT MUST SELECT A PERSON UPPER MANAGEMENT WANTS WHETHER THEY ARE QUALIFIED OR NOT. ANOTHER PERSON SAID I THINK OUR DIVISION LACKS INVOLVED, HANDS ON CLEAR STRAIGHTFORWARD TRAINING ESPECIALLY WILL I FOR NEW EMPLOYEES. THESE COMMENTS WERE SELECTED BECAUSE THEY ILLUSTRATE TYPICAL COMMENTS FROM EMPLOYEES ABOUT THE ROLE OF MANAGEMENT LEADERSHIP AND POSITION IN THE HIRING PROCESS. RETURNS TO THE FRAMEWORK WE'LL EXPLORE WHAT EMPLOYEES SHARED ABOUT THEIR OPPORTUNITIES FOR ADVANCEMENT AND DEVELOPMENT.

SIMILAR TO HIRING, IDENTITIES IMPACTED EMPLOYEES' EXPERIENCE WITH ADVANCEMENT IN PROFESSIONAL DEVELOPMENT AND MANY OF THE SAME THEMES EMERGED HERE AS WELL. A RANGE OF EXPERIENCES AND PERSPECTIVES. PEOPLE'S IDENTITIES INFLUENCED AND WERE VARIED BY THEIR IDENTITIES.

Katherin Flower: SOME PEOPLE DESCRIBED FEELING THERE WAS DISCRIMINATION IN THE OPPORTUNITIES AND EXPERIENCES FOR THEIR DEVELOPMENT AND ADVANCEMENT AND WE HEARD THIS FROM MARGINALIZED AND LESS PRIVILEGED GROUPS AS WELL AS DOMINANT GROUPS. THOSE FROM MORE PRIVILEGED GROUPS TENDED TO SAY THEY FELT THEY WERE AT A DISADVANTAGE. WE ALSO SAW A SIMILAR PATTERN OF OPINIONS ON THE ROLE OF DIVERSITY AND EQUITY IN RELATION TO PROFESSIONAL DEVELOPMENT AND MANAGEMENT. MANY PEOPLE SAID THERE WAS NOT ENOUGH FOCUS ON EQUITY AND DIVERSITY IN DEVELOPMENT AND ADVANCEMENT AS WELL AS SOME PEOPLE SAID THERE WAS TOO MUCH FOCUS ON EQUITY AND DEVELOPMENT. HERE WE SEE A PATTERN WHERE ALTHOUGH THERE'S A RANGE OF RESPONSES THE OVER ALL PICTURE WAS THAT MORE OFTEN THAN NOT PEOPLE FELT THERE WASN'T ENOUGH EMPHASIS ON IT.

ALSO I THINK IT'S IMPORTANT TO NOTE QUALITATIVE DATA REVEALED THAT EMPLOYEES OFTEN DEFAULTED TO A FRAMEWORK OF ZERO SUM GAME WHERE IF ONE GROUP WAS PERCEIVED TO GET SOMETHING LIKE PROFESSIONAL DEVELOPMENT OPPORTUNITY OR ATTEND TRAINING OR PROMOTION IT WAS AT THE DIRECT EXPENSE OF ANOTHER GROUP. FOR THOSE WITH MORE PRIVILEGE IT WAS OFTEN EXPERIENCED AND REPORTED AS TAKEN AWAY FROM THEM RATHER THAN WHAT WAY TO UP PORT AND ELEVATE AND LIFT ALL EMPLOYEES. THIS SHOWS ADDITIONAL COMMENTS AND SO ON THE LEFT BARES BARRIERS TO ADVANCEMENT NEED TO BE REMOVED FOR MARGINALIZED EMPLOYEES AND MORE TRANSPARENCY NEEDS TO BE THE NORM. ANOTHER PERSON SHARED ONE NEEDS TO FIT IN TO RETAIN OR GET PROMOTED.

I REFER TO THE WHILE MALE DOMINANT CULTURE OF 9 PARADIGM. THESE ILLUSTRATE TYPICAL COMMENTS FROM OUR DATA AND SHOW THE RANGE OF PERSPECTIVES AND HELP US UNDERSTAND THE WORK WE NEED TO UNDERTAKE MOVING FORWARD. RETURNING TO OUR EMPHASIS ON THE INTERPLAY OF THE INTERNET DOMAINS WHAT ARE EMPLOYEE SAYING ABOUT THE ROLE OF MANAGEMENT, LEADERSHIP AND POSITION. THEY HAD A LOT TO SAY. ONE OF 9 BIGGEST THEMES WAS SUPPORT FOR MANAGEMENT MAKES A BIG DIFFERENCE AND CAN MAKE A DIFFERENCE IN GOOD AND BAD WAYS. WE HAVE HAD EMPLOYEES THAT FELT WELL SUPPORTED AND ENCOURAGED BY THEIR MANAGERS IN THEIR OPPORTUNITIES. WE STILL HAD OTHER EMPLOYEES THAT DID NOT FEEL SUPPORTED AND ENCOURAGED TO PURSUE THOSE OPPORTUNITIES. ANOTHER COMMON THEME EMPLOYEES FELT A

LACK OF TRANSPARENCY AND CLARITY FROM MANAGEMENT AND H.R. ABOUT THE PROMOTION PROCESS. ANOTHER THEME, SOME EMPLOYEES EXPRESSED FEAR OF SPEAKING UP ABOUT NEGATIVE SITUATIONS THEY ARE IN OR WITNESSED BECAUSE OF RETALIATION AND NOT GIVEN PROMOTIONAL OR PROFESSIONAL OPPORTUNITIES IF THEY SPOKE UP. MANY EMPLOYEES ABOUT NEPOTISM AND FAVORITISM AND WHO GETS ACCESS TO THESE OPPORTUNITIES. WE SAW DIFFERENCES ACROSS AS WELL AS WITHIN DIFFERENT DEPARTMENTS.

Katherin Flower: I ALSO WANT TO POINT OUT WE SAW A RECIPROCAL PATTERN OF RECIPROCITY AND CONNECTION BETWEEN H.R. AND MANAGEMENT. THERE WERE MANY COMMENTS WHERE EMPLOYEES SAID THEY SAW H.R. AS THERE TO ONLY SUPPORT MANAGEMENT, NOT EMPLOYEES OR THAT MANAGEMENT USES H.R. AS A TOOL FOR THEIR OWN GOOD RATHER THAN THAT OF THE EMPLOYEES. OTHER NEXT SLIDE WILL SHOW EXAMPLES OF WHAT EMPLOYEES SAID ABOUT THE ROLE OF MANAGEMENT, LEADERSHIP AND POSITION. THEY ARE RELATED TO THE EXPERIENCES OF RETALIATION AND LACK OF SUPPORT FOR MANAGEMENT. ONE PERSON SAID MY EXPERIENCE WITH REPORTING RACIAL BIAS HAS DIRECTLY PREVENTED ME FROM THE OPPORTUNITY TO GROW AND ADVANCE IN MY CAREER WITH MY DEPARTMENT. IT CREATED AN UNCOMFORTABLE WORK ENVIRONMENT AND LEFT ME FEELING UNHEARD AND UNAPPRECIATED. ANOTHER PERSON SAID GENERALLY THE WORKLOADS ARE UNBALANCED AND THERE'S NOT ENOUGH PROFESSIONAL DEVELOPMENT SUPPORT BY MANAGEMENT. THESE SHOW THE INTERPLAY BETWEEN MANAGED AND LEADERSHIP AND THE ROLE OF EQUITY AND DIVERSITY. I'LL RETURN IT TO GILLIAN.

Jillian Girard: THAT WAS SOME POWERFUL QUALITATIVE INFORMATION. I WANTED TO BRING IN SOME QUANTITATIVE INFORMATION TO SUPPORT THE MESSAGE THAT MANAGERS REALLY MATTER. FOR THE EMPLOYEE SURVEY WE ASKED ABOUT FIVE BROAD DOMAINS. JOCK CHARACTERISTICS, SATISFACTION, TRAINING, SUPERVISION AND COMMUNICATION AND WORK CLIMATE. FOR EACH OF THOUGH WE WERE ABLE TO CALCULATE AN AVERAGE RESPONSE. WE HAD A 4-POINT SCALE. ABOUT 2.5 ON THE SCALE IS THE POSITIVE END OF OUR SCALE, BELOW 2.5 IS NEGATIVE. ALL OF OUR AVERAGE RESPONSES FELL ON THE POSITIVE END OF OUR SCALE WITH HIGHER ON THAT SCALE BEING MORE POSITIVE. WE WERE ALSO ABLE TO ASK EMPLOYEES WHAT LEVEL OF ORGANIZATION THEY WORKED IN FROM NONSUPERVISORY TO FRONT LINE SUPERVISOR, MIDDLE MANAGER AND SENIOR MANAGER. THAT MOVED FROM LEFT TO RIGHT ON EACH GRAPH. SO AS YOU MOVE UP IN LEVEL AT THE ORGANIZATION YOUR PERCEPTION OF THE ORGANIZATION IN EACH OF THE FIVE BECOMES MORE POSITIVE. THAT'S BEEN SEEN IN PAST SURVEYS AS WELL. IT'S NOT A PARTICULARLY SURPRISING RESULT. HOWEVER, AS WE'RE DOING WORK ACROSS THE ORGANIZATION WORKING WITH MANAGERS AND EMPLOYEES THE DIFFERENCE IN PERCEPTION COULD BE REALLY IMPORTANT. ANOTHER FINDING RELATED TO

DEVELOPMENT AND ADVANCEMENT IS WE FOUND WHEN WE LOOKED UP PROMOTIONS EMPLOYEES OF COLOR WERE MORE LIKELY TO RECEIVE PROMOTION. SO THEN WE LOOKED AT TWO DIFFERENT LEVELS OF THE ORGANIZATION AND WE'RE USING REPRESENTED AND NON REPRESENTED AS A PROXY OF EMPLOYEE LEVEL WITH REPRESENTED POSITIONS TENDING TO BE MORE FRONT LINE LOWER LEVEL POSITIONS AND NONREPRESENTED INCLUDING OUR MANAGEMENT EMPLOYEES. EMPLOYEES OF COLOR WERE MORE LIKELY TO RECEIVE PROMOTION INTO A REPRESENTED POSITION.

Jillian Girard: 78% OF THE PROMOTIONS FOR EMPLOYEES OF COLOR WERE INTO REPRESENTED POSITIONS TENDING TO GO LOWER LEVEL COMPARED TO WHITE EMPLOYEES, 69% OF THE PROMOTIONS WERE INTO REPRESENTED POSITIONS. THAT PATTERN OF PROMOTION MAY ALSO BE RELATED TO HIRING. WE SEE WHEN WE BREAK DOWN THE ORGANIZATION REGULAR COUNTY WORK FORCE, FISCAL YEAR '16 SHOWN HERE, BY LEVEL OF THE ORGANIZATION WITH REPRESENTED AT THE TOF OF THE GRAPH AND NONREPRESENTED BROKEN DOWN INTO FOUR ELSE WILL. WHEN WE GO FROM REPRESENTED TO TOP LEVEL THE PRO PORTION OF THE ORGANIZATION REPRESENTED BY EMPLOYEES OF COLOR DECREASES UNTIL WE GET TO TOP LEVEL AND THEN IT EXPANDS BACK OUT AGAIN. MIDDLE MANAGEMENT IS THE LEAST DIVERSE OF OUR LEVEL OF THE ORGANIZATION. JUST FOR SIMPLICITY IN THIS PRESENTATION I GROUND EMPLOYEES OF COLOR TOGETHER BUT THERE WERE TWO PATTERNS TO POINT OUT. IN THE REPRESENTED BAR OF THIS GRAPH WE SEE A HIGH PROPORTION OF HISPANIC OR LATINO EMPLOYEES AS WELL AS HIGH PROPORTION OF MILLENNIALS.

THERE'S A RELATIONSHIP BETWEEN THOSE TO GROUPS. IN MINUTE MANAGEMENT THERE'S A PARTICULARLY LOW PROPORTION OF BLACK OR AFRICAN-AMERICAN EMPLOYEES. MOVING INTO THE RETENTION AND SEPARATION DOMAIN, JUST TO ORIENT US TO OUR TURNOVER RATE OVER ALL BEFORE WE DIVE INTO SOME OF THE DETAILS, WE FOR THE H.R. DATA HAD ACCESS TO WHY PEOPLE LEFT THE ORGANIZATION. AT THE VERY TOP ABOUT 2.5% OF THE ORGANIZATION IN FY-2016 LEFT FOR OTHER EMPLOYMENT. RETIREMENT 2.6%, THE MOST COMMON REASON CITED FOR LEAVING THE ORGANIZATION. THEN OTHER VOLUNTARY ABOUT 2.5% LEFT AND THAT INCLUDES ANYTHING OTHER VOLUNTARY REASON BESIDES OTHER EMPLOYMENT OR RETIREMENT. IF YOU LEFT TO TAKE CARE OF YOUR KIDS, GO BACK TO SCHOOL, CARE FOR A PARENT, WHATEVER THAT REASON IS. INVOLUNTARY 1.3% AGAIN THIS WAS A TIME FOR THE COUNTY SO WE DIDN'T HAVE LARGE SCALE LAYOFFS. IF YOU ADD THOSE TOGETHER LOOKING AT THE OVER ALL COUNTY WORK FORCE IN FY-2016 ABOUT 9% OF THE EMPLOYEES SEPARATED IN THAT YEAR. WHICH IS RELATIVELY LOW. ONE THING THAT WE HAD BEEN HEARING PARTICULARLY RELATED TO THE INVOLUNTARY TERMINATIONS IS ABOUT THIS PROBATIONARY TERMINATION ACTION. BECAUSE OF THE AMOUNT OF HIRING WE HAVE BEEN DOING OVER THE PAST FEW YEARS WE ACTUALLY HAVE NUMBERS OF NEW HIRES TO LOOK

AT THIS A LITTLE MORE CLEARLY THAN IN THE PAST. SO THIS IS THE FIRST YEAR WE HAVE INCLUDED THIS ANALYSIS. WE SEE THAT FOR PLAQUE OR AFRICAN-AMERICAN EMPLOYEES THEY HAD A HIGHER LIKELIHOOD OF EXPERIENCING PROBATIONARY TERMINATION. 10% OF THE HIRES DURING THE PERIOD WE LOOKED AT FOR BLACK OR AFRICAN-AMERICAN EMPLOYEES EXPERIENCED PROBATIONARY TERMINATION COMPARED TO 4% FOR WHITES. THE RATE IS 2.5 TIMES THAT FOR WHITE EMPLOYEES. WE ALSO WANTED TO LOOK AT EMPLOYEES WHO SEPARATED FOR ANY REASON DURING THEIR FIRST YEAR OF HIRE. THIS INCLUDES BOTH PROBATIONARY TERMINATIONS AS WELL AS ANY VOLUNTARY TERMINATION. SO FOR PLAQUE OR AFRICAN-AMERICAN EMPLOYEES' KEY A -- SEE A PATTERN ALMOST 20%, 18% OF BLACK OR AFRICAN-AMERICAN EMPLOYEES LEFT DURING THE FIRST YEAR FOR ANY REASON FOLLOWED BY WHITE, LATINO AND ASIAN OR PACIFIC ISLANDER. I'LL PASS IT OVER TO ALISON FOR MORE QUALITATIVE INFORMATION ON RETENTION AND SEPARATION.

Alison Sachet: GOOD MORNING, CHAIR, COMMISSIONERS. I'M ALISON SACHET. I APPRECIATE YOU HAVING US HERE TODAY. IN THE COMMENTS WE FOUND THAT RISK TO RETENTION WAS RELATED TO SEVERAL OTHER THEMES IN THE COMMENTS OF THE EMPLOYEE SURVEY. IN OTHER WORDS, EMPLOYEES SAY THAT THEY WANT TO LEAVE THE COUNTY WHEN THEY HAVE UNSUPPORTIVE OR MANAGERS OR MANAGERS WHO HAVE AN UNPRODUCTIVE LEADERSHIP STYLE WHEN THEY EXPERIENCE DISCRIMINATION, WHEN THEY HAVE BAD EXPERIENCES WITH HIRING, PROFESSIONAL DEVELOPMENT OR ADVANCEMENT OPPORTUNITIES, WHEN THEY HAVE AN UNMANAGEABLE WORKLOAD, WHEN THEY ARE IN A NEGATIVE WORK ENVIRONMENT OR HAVE LO MORALE.

JUST GENERALLY WHEN THEY FEEL UNDERVALUED. HERE ARE SOME COMMENTS, REPRESENTATIVE COMMENTS OF WHAT EMPLOYEES ARE SAYING ABOUT RETENTION. SUPPORTIVE STRUCTURED CONSISTENT CLEAR LEADERSHIP AND PROGRAM MANAGEMENT SEEMS LACKING. I'M ASSUMING PEOPLE ARE NOT HAPPY IN THEIR JOBS OR THEY DON'T FEEL WELL SUPPORTED BECAUSE SO MANY ARE LEAVING. ANOTHER PERSON SAID I BELIEVE PEOPLE ARE TRYING THEIR BEST BUT I HAVE NEVER EXPERIENCE A WORK CULTURE LIKE THIS IN A NEGATIVE WAY AND IT MAKES ME QUESTION HOW LONG I CAN STAY IN MY POSITION. SO WHO IS IT THAT WE THINK THAT WE ARE AT GREATER RISK OF NOT RETAINING? ONE VERY STRONG PATTERN THAT EMERGED FROM THE EMPLOYEE SURVEY IS THE IMPORTANCE OF IDENTITY IN SHAPING YOUR EXPERIENCE AT THE COUNTY. GENERALLY EMPLOYEES WITH NONDOMINANT IDENTITIES FELT THEY WERE VIEWED MORE NEGATIVELY IN THEIR WORK UNIT. WE BELIEVE THESE DIFFERENCES IN EXPERIENCE ARE A THREAT TO RETENTION. WHEN EMPLOYEES DON'T FEEL SAFETY, TRUST AND BELONGING THEY ARE MORE LIKELY TO LEAVE THE COUNTY. FOR EXAMPLE THIS GRAPH SHOWS THE PERCENT AGREEMENT IN RESPONSE TO THE QUESTION MY RACE AND ETHNICITY NEGATIVELY VIEWS

HOW I'M VIEWED IN MY WORK UNIT. AGREEMENT IS A BAD THING. WHAT YOU CAN SEE IS THE DARK BLUE BARS ARE SHOWING -- BAR AND GREEN BAR ON THE BOTTOM SHOW SIGNIFICANT DIFFERENCES COMPARED TO THE OVER ALL COUNTY WHICH IS THE LINE. SO WHAT YOU CAN SEE IS EMPLOYEES OF COLOR WERE SIGNIFICANTLY MORE LIKELY TO SAY THAT THEIR RACE OR ETHNICITY NEGATIVELY REFLECTS HOW THEY ARE VIEWED IN THE WORK UNIT COMPARED TO THE COUNTY OVER ALL. IMMIGRANT AND REFUGEE EMPLOYEES ARE ALSO MORE LIKELY TO SAY THAT THEIR RACE OR ETHNICITY NEGATIVELY REFLECTS HOW THEY ARE VIEWED IN THEIR WORK UNIT.

Alison Sachet: WE KNOW THAT'S NOT THE SAME THING AS RACE AND ETHNICITY BUT THERE'S OVERLAP AND IT'S SHOWING A SIMILAR PATTERN OF RESULTS SO WE WANTED TO HIGHLIGHT THAT. WE ALSO ASKED EMPLOYEES ABOUT GENDER EXPRESSION. GENDER EXPRESSION IS HOW ONE PRESENTS THEMSELVES IN TERMS OF BEHAVIORS, MANNERISMS, INTERESTS AND APPEARANCES. GENDER EXPRESSION IS SEPARATE FROM GENDER WHICH IS INTERNAL IDENTITY AND WE WOULD LIKE TO THANK PRISM AND ODE FOR FEEDBACK INCLUDING THIS QUESTION IN THE SURVEY THIS YEAR. WE FOUND THERE WERE SOME INTERESTING INTERSECTIONS BETWEEN RACE AND ETHNICITY AND THIS QUESTION ABOUT GENDER EXPRESSION SO IN PARTICULAR AS YOU CAN SEE WITH THE DARK BLUE BARS THERE BLACK OR AFRICAN-AMERICAN EMPLOYEES, MULTI RACIAL, LATINO OR HISPANIC EMPLOYEES ARE SIGNIFICANTLY MORE LIKELY TO SAY THEIR GENDER EXPRESSION NEGATIVELY AFFECTS HOW THEY ARE VIEWED IN THEIR WORK UNIT COMPARED TO THE COUNTY OVER ALL. THIS UNDERSCORES TO SOME DEGREE THE COMPLEXITY OF INTERSECTING IDAHO ITS IN EMPLOYEE EXPERIENCES AT THE COUNTY.

WE ALSO LOOKED AT DIFFERENCES BY GENDER. WHAT'S CLEAR FROM THESE GRAPHS IS THAT WITH THE DARK BLUE BARS AT THE TOP IS THAT EMPLOYEES WHO IDENTIFY AS GENDER EXPANSIVE ARE SIGNIFICANTLY MORE LIKELY TO SAY THEIR GENDER, GENDER EXPRESS AND TO A LESSER EXTENT THEIR SEXUAL ORIENTATION NEGATIVELY REFLECT HOW THEY ARE VIEWED COMPARED TO THE COUNTY OVER ALL. EMPLOYEE SURVEY ALSO INCLUDED OTHER CATEGORIES, MORE INCLUSIVE CATEGORIES FOR GENDER INCLUDING TRANS MASCULINE, TRANS FEMININE, TRUE SPIRIT AND QUESTIONING. THE NUMBER OF PEOPLE IS TOO SMALL TO PROTECT CONFIDENTIALITY. ANOTHER PLACE WHERE WE SEE DIFFERENCES IS FOR SEXUAL ORIENTATION IDENTITIES. WHAT YOU CAN SEE IN THE TOP DARK BLUE BARS ON THERE ARE THAT EMPLOYEES WHO IDENTIFY AS QUEER ARE MORE LIKELY TO FEEL LIKE THEIR SEXUAL ORIENTATION, GENDER AND GENDER EXPRESSION NEGATIVELY AFFECT HOW THEY ARE VIEWED IN THE WORK UNIT COMPARED TO THE COUNTY OVER ALL. THEN WE ALSO SEE THAT GAY EMPLOYEES ARE MORE LIKELY TO SAY THEIR GENDER NEGATIVELY AFFECTS HOW THEY ARE VIEWED AND LESBIAN EMPLOYEES ARE MORE LIKELY TO SAY THEIR GENDER EXPRESSION NEGATIVELY IMPACTS. THESE

PATTERNS HIGHLIGHTS THE IMPORTANCE OF FOCUSING ON ALL ASPECTS OF IDENTITY SO THAT THE COUNTY CAN FIGURE OUT WAYS OF MAKING SURE THAT WE'RE NOT LOSING VALUABLE EMPLOYEES BECAUSE THEY CAN'T BRING THEIR WHOLESSELVES TO WORK. WE ALSO LOOKED AT THE EXPERIENCES OF EMPLOYEES WITH DISABILITIES.

Alison Sachet: THIS GRAPH SHOWS THE PROPORTION OF EMPLOYEES WITH DISABILITIES WHO AGREED THAT PARTICULAR ASPECTS OF THEIR IDENTITY AFFECT HOW THEY ARE VIEWED IN THEIR WORK UNIT. THE DARK GREEN BARS SHOW EMPLOYEES WITH DISABILITIES AND THAT'S COMPARED TO EMPLOYEES WITHOUT REPORTED DISABILITIES IN THE GRAY BARS. WHAT YOU CAN SEE IS THAT FOR EMPLOYEES WITH DISABILITIES ALL OF THOSE DIFFERENT ASPECTS OF THEIR IDENTITIES ARE NEGATIVELY IMPACTING HOW THEY ARE VIEWED IN THE WORK UNIT MUCH MORE THAN EMPLOYEES WITHOUT REPORTED DISABILITIES. SO FOR EXAMPLE 27% OF EMPLOYEES WITH DISABILITIES SAY THEIR AGE NEGATIVELY AFFECTS HOW THEY ARE VIEWED COMPARED TO ONLY 16% OF EMPLOYEES WITHOUT REPORTED DISABILITIES SAYING THAT THEIR AGE NEGATIVELY AFFECTS HOW THEY ARE VIEWED IN THE WORK UNIT. THE LIGHT GREEN BAR ON THE BOTTOM, WHICH UNFORTUNATELY YOU CAN'T SEE THERE, IT DOES SAY THAT 32% OF EMPLOYEES WITH DISABILITIES SAY THEIR DISABILITY NEGATIVELY AFFECTS HOW THEY ARE VIEWED IN THEIR WORK UNITS.

WE ONLY ASKED THAT QUESTION OF EMPLOYEES WITH DISABILITIES SO THERE'S NO COMPARISON BAR THERE. THE MAJORITY OF EMPLOYEES WITH DISABILITIES INDICATED THAT THEY EXPERIENCE A NONVISIBLE DISABILITY AS OPPOSED TO A VISIBLE DISABILITY SUCH AS USING A WHEELCHAIR OR SOMETHING THAT CAN BE SEEN. THIS HIGHLIGHTS THAT THERE ARE MANY WHO HAVE DISABILITIES AND MANY MAY NOT KNOW ABOUT IT BECAUSE IT'S NOT SOMETHING THAT CAN BE SEEN BY OTHER PEOPLE. WE ALSO SAW RESULTS SIMILAR TO THIS SHOWN IN THE GRAPH TWO YEARS AGO IN THE 2015 SURVEY. LIKE ANNA SAID EARLIER IN RESPONSE TO THOSE RESULTS IN COLLABORATION WITH THE ADAPT ERG, ODE AND THE ERU PARTNERED TO FIND OUT MORE ABOUT THE EXPERIENCES OF EMPLOYEES WITH DISABILITIES. THESE ARE JUST SOME PRELIMINARY RESULTS FROM THAT PROJECT. SO ONE OF THE BIGGEST THINGS THAT POPPED OUT IS THAT MANAGERS MAKE A HUGE DIFFERENCE. THIS WAS SOMETHING THAT WE SAW IN THE COMMENTS ALSO FOR EMPLOYEES WITH DISABILITIES MANAGERS MAKE A HUGE DIFFERENCE IN GOOD AND BAD WAYS. WE ALSO HEARD THAT THERE WAS KIND OF JUST A LACK OF ACCURATE KNOWLEDGE ABOUT THE ACCOMMODATION PROCESS BOTH BY EMPLOYEES AND BY MANAGERS. THERE WAS ALSO A DESIRE FOR MORE UNIVERSALLY ACCESSIBLE BUILDINGS, TECHNOLOGY AND RESOURCES AND THAT WOULD BE HELPFUL FOR NOT JUST EMPLOYEES BUT FOR THE GENERAL PUBLIC AND CLIENTS AND CUSTOMERS AS WELL. WE ALSO HAD SUGGESTIONS THAT IT WOULD BE HELPFUL TO HAVE A SUPPORT STAFF WITH ADA KNOWLEDGE TO HELP

EMPLOYEES WITH NAVIGATING THE ACCOMMODATION PROCESS. WE HEARD CONCERNS ABOUT BUDGET ISSUES AND CONSIDERATIONS. WE ALSO HEARD THAT IT WOULD BE GREAT TO HAVE MORE TRAINING AND GENERAL EDUCATION TO BE ABLE TO DESTIGMATIZE DISABILITIES. MANY EMPLOYEES ALSO DISCUSSED WANTING MORE WORKPLACE FLEXIBILITY TO HELP WITH THEIR ACCOMMODATIONS, THEN THERE WERE ALSO 'EM WHO EXPRESSED THE IMPORTANCE OF HAVING THE ACCOMMODATIONS BE AN ITERATIVE PROCESS INSTEAD OF JUST ONE TIME THING.

Alison Sachet: SO FOR EXAMPLE FOLLOWING UP WITH EMPLOYEES AFTER THEY HAVE RECEIVED THEIR ACCOMMODATIONS TO MAKE SURE THEY ARE STILL GETTING WHAT THEY NEED EVEN YEARS LATER. HERE ARE SOME POWERFUL EXAMPLES FROM EMPLOYEES WITH DISABILITIES FROM THE COMMENTS OF THE EMPLOYEE SURVEY. I THINK ABOUT QUITTING MY JOB AT LEAST ONCE A DAY BECAUSE ACCESSIBILITY ISSUES INCREASE MY STRESS LEVEL TO EXTREMES. I STAY BECAUSE SOMEONE HAS TO BE HERE TO DO THE WORK BUT IT'S HARD. REALLY HARD. I WISH DISABILITY AND ACCESSIBILITY WAS A LEADING THOUGHT INSTEAD OF ALWAYS BEING AN AFTERTHOUGHT. ANOTHER PERSON SAID BOTTOM LINE I'M INVISIBLE AND I'M SCARED. SO LIKE I SAID, WE ARE STILL WORKING ON THIS PROJECT. THESE ARE JUST PRELIMINARY RESULTS. WE HAVE A LOT OF VERY RICH DATA FROM EMPLOYEES WITH DISABILITIES AND ARE CONTINUING COLLABORATE TO ANALYZE AND SUMMARIZE THE RESULTS. THE FINAL REPORT WILL BE COMING OUT SOON.

Jillian Girard: WE HAVE GIVEN YOU A LOT OF SOMETIMES VERY DIFFICULT INFORMATION SO I WANTED TO SUMMARIZE THE MAIN POINTS. FIRST IDENTITIES AND ORGANIZATIONAL POSITION MATTER. WHO YOU ARE AND WHERE YOU SIT AFFECT HOW YOU EXPERIENCE THE ORGANIZATION. SECONDLY, MANAGEMENT AND LEADERSHIP ALSO MAKE A BIG DIFFERENCE INCLUDING HR, AND THOSE ENTITIES ALTHOUGH THEY MAKE A DIFFERENCE ARE NOT ALWAYS TRUSTED BY THE EMPLOYEE AND ARE IN SOME CASES ARE NOT GIVING THE SUPPORT THAT THEY NEED. WE HEARD ABOUT THIS SPECTRUM OF DIFFERING EXPERIENCES AND PERSPECTIVES. DIFFERING PERSPECTIVES ON THE WORK OF FURTHERING DIVERSITY AND EQUITY.

SOMETIMES IT'S SEEN AS A ZERO SUM GAIN WHERE A GAIN TO ONE IS EXPERIENCED AS LOSS TO ANOTHER. WE THINK THIS DEMONSTRATES CHALLENGES ON BOTH THE INDIVIDUAL AND SYSTEMIC LEVEL. WE NEED TO THINK ABOUT RELATIONSHIPS BETWEEN INDIVIDUALS BUT WE ALSO HAVE TO THINK ABOUT WHAT'S HAPPENING ON A SYSTEM LEVEL TO CREATE DISPARATE RESULTS LIKE DISPARATE TERMINATION RATES OR LOWER PROMOTION LEVELS FOR EMPLOYEES OF COLOR BOTH OF WHICH WE SAW IN THE DATA. WE ONLY HAD A LITTLE TIME WITH YOU. IT PROBABLY FEELS LIKE A LOT, BUT WE ARE FOCUSING IN ON THE CHALLENGES. THERE ARE SOME STRENGTHS WE THINK THE COUNTY CAN BUILD ON TO MOVE US FORWARD. I



WANT TO HIGHLIGHT THOSE A LITTLE BIT. WHAT YOU SEE IS PERCENT AGREEMENT WITH SOME COUNTYWIDE STATEMENTS. THIS IS COUNTY WIDE. 99% OF COUNTY EMPLOYEES ARE FOCUSED ON SERVING THE PUBLIC WITH INTEGRITY, ENGAGED IN THEIR JOBS, PROUD TO WORK HERE. THEY FEEL A SENSE OF ACCOMPLISHMENT AND THEY THINK PEOPLE IN THEIR WORK DO VALUE DIVERSITY. WE THINK THESE ARE STRENGTHS THE COUNTY CAN BUILD ON TO MOVE FORWARD. WE WANTED TO GIVE YOU POSITIVE COMMENTS TO SORT OF EXEMPLIFY THAT.

Jillian Girard: THE FIRST IS ABOUT THE POWER OF A GOOD MANAGER. WORKING UNDER MY NEW SUPERVISORS HAS OPENED MY EYES TO A WHOLE NEW WORLD AND HELPS ME GROW PROFESSIONALLY AND PERSONALLY. THEY CARE ABOUT US AS A PEOPLE AND MAKE US FEEL APPRECIATED. THIS IS ONE OF OUR FAVORITES. I HAVE WORKED HERE MANY YEARS AND SEEN THE COUNTY GROW TOWARDS EQUITY. DESPITE SETBACKS AND SCANDALS I BELIEVE THE NEW LEADERSHIP ARE WELL EQUIP TO GUIDE US INTO THE FUTURE. AND I AM PROUD TO HELP SHIMMY AND SHAKE OUR COMMUNITIES TOWARDS JUSTICE, ABUNDANCE AND COLLECTIVE WELL BEING.

Chair Kafoury; THAT SHOULD BE OUR NEW MOTTO.

Jillian Girard: WE THOUGHT ABOUT MAKING IT THE TITLE OF THE PRESENTATION BUT I WOULDN'T LET THEM. WE THINK THAT MEANS MOBILIZING AND EMPOWERING EMPLOYEES. WE BELIEVE THE PEOPLE WHO ARE THE MOST IMPACTED KNOW WHAT IS WRONG AND WHAT THEY NEED TO FIX IT. WE VALUE THE INFORMATION BUT WE THINK THE TRUISM LIES WITH THE EMPLOYEES WHO KNOW WHAT IT IS THEY NEED TO MOVE FORWARD. WE OFFER OUR DATA IN SUPPORT OF THOSE EMPLOYEES AND THEIR TESTIMONY. WE RECOGNIZE PEOPLE ARE EXHAUSTED AND THOSE WHO ARE MARGINALIZED OR DISCRIMINATED AGAINST SHOULD NOT CARRY THE LOAD TO FIX THINGS. WE ALSO WANT TO REC NEEDS THIS IS GOING TO BE A CONTINUOUS PROCESS WITH TWEAKS ALONG THE WAY FOR EVERYONE BUT WE THINK THE NEXT STEPS REALLY START ON THURSDAY WITH THE WORK FORCE EQUITY STRATEGY, THE CONSULTANT IS HERE AND WE THINK THOSE TWO GROUPS WILL BE ABLE TO MOVE US FORWARD. WE WANTED BEN DUNCAN TO SAY A FEW WORST FOR THURSDAY. [APPLAUSE]

Ben Duncan: I THINK THAT CLAPPING WAS FOR THEM, NOT ME COMING UP. CHAIR, COMMISSIONERS, BEN DUNCAN, CHIEF DIVERSITY AND EQUITY OFFICE FOR MULTNOMAH COUNTY. I WANT TO START BY EXPRESSING MY APPRECIATION FOR THE WORK THIS TEAM DID TO PULL TOGETHER AND SHARE THIS IMPORTANT DATA. ASTHMA RIS 15 POINTED OUT THIS COMPLEMENTS, LEFTS UP AND FURTHER VALIDATES WHAT WE HEARD OVER THE PAST SIX MONTHS DEVELOPING THE STRATEGIC PLAN THAT WE'LL TALK ABOUT ON THURSDAY. THERE'S A NUMBER OF IMPORTANT INTERSECTIONS BETWEEN TODAY AND WHAT WE WILL BRING FORWARD ON THURSDAY. FIRST

THESE DATA POINTS THAT WERE PRESENTED REALLY REPRESENT ONGOING INDICATORS FOR OUR ORGANIZATION'S PROGRESS AROUND WORK FORCE EQUITY. SPECIFICALLY THE STRATEGIC PLAN HIGHLIGHTS QUESTIONS AROUND HOW IDENTITIES IMPACT EXPERIENCE FOR ORGANIZATIONAL CULTURE, PERCEIVED OPPORTUNITY AND ACTUAL ADVANCEMENT BY EMPLOYEES IN THE FOCUS AREA AROUND PROFESSIONAL DEVELOPMENT. SEPARATES PATTERNS AS A MARKER FOR RETENTION STRATEGIES AND UTILIZING APPLICANT FLOW ANALYSIS FOR RECRUITMENT IN PIPE LINE PROGRAMS. I WANT TO LIFT UP THE QUALITATIVE DATA ANALYSIS IN THE COUNTY WIDE EMPLOYEE SURVEY. IT TAKES A TON OF WORK TO CODE AND CONDUCT THAT ANALYSIS. I THINK IT'S SUCH A POWERFUL FRAME FOR WHY WE'RE DOING THE WORK HERE.

Ben Duncan: TO ADVANCE EQUITY IN THIS WORKPLACE. IT ALSO REPRESENTS I THINK THE STRONG PARTNERSHIP BETWEEN THE OFFICE OF DIVERSITY AND EQUITY AND I'LL JUST SPECIFICALLY CALL OUT KATHERINE FLOWER IN OUR OFFICE AND ALISON'S INCREDIBLE WORK. I BELIEVE THE STRENGTH OF THAT PARTNERSHIP REALLY REFLECTS THE STRENGTH OF THIS WORK. FINALLY I KNOW AS WE WENT THROUGH OUR PROCESS THE FOCUS ON IMPORTANCE OF MANAGERS BOTH IN POSITIVE AND NEGATIVE WAYS CAME UP OVER AND OVER AGAIN. HAVING IMPACT ON EVERY AREA OF WORK FORCE EQUITY. I APPRECIATE THAT IT WAS REFLECTED IN WHAT'S BEEN PRESENTED TODAY. MOSTLY I APPRECIATE THE GROUP DIDN'T SHY AWAY FROM HOW CRITICAL THESE POSITIONS ARE FOR OUR ORGANIZATIONAL CULTURE CHANGE TO OCCUR. YOU'LL SEE A NUMBER OF STRATEGIES THURSDAY THAT REALLY REFLECT OUR FOCUS AND OUR STRATEGIC PLAN AND OUR VISION GOING FORWARD. I LOOK FORWARD TO CONTINUING THE DISCUSSION THURSDAY. I APPRECIATE THE INCREDIBLE WORK THIS TEAM DID TO PRESENT SUCH A SOLID FOUNDATION, A BASELINE GOING FORWARD. SO WHEN WE COME BACK IN FUTURE AND SUBSEQUENT YEARS THIS DATA WILL LOOK DIFFERENT. THANKS.

Chair Kafoury: THANK YOU. QUESTIONS OR COMMENTS FROM OUR COMMISSIONERS?

Commissioner Meieran: THANK YOU TO EVERYONE WHO PRESENTED HERE TODAY. THAT WAS A VERY IMPORTANT, COMPLEX AND SOBERING COLLECTION OF INFORMATION THAT CLEARLY DEMANDS ACTION, SO I LOOK FORWARD TO THE BOARD'S CONSIDERATION OF THE WORK FORCE EQUITY STRATEGIC PLAN ON THURSDAY TOWARD THAT END. REALLY APPRECIATED PARTICULARLY BEN JUST ALLUDED TO IT, I THINK ALL OF US RECOGNIZE THE POWER OF INDIVIDUAL VOICES. I AM A DATA PERSON. I LOVE THE GRAPHS AND ALL THAT INFORMATION. WE BOILED IT DOWN SO WELL, BUT THOSE INDIVIDUAL QUOTES AND EXPRESSING WHAT PEOPLE ARE FEELING JUST KNOCKS THAT OUT OF THE -- OUT OF THE WATER. SO I LOOK FORWARD TO HEARING MORE INDIVIDUAL VOICES ON THURSDAY AND AS THIS PROCESS

CONTINUES BECAUSE PEOPLE KNOW. PEOPLE REALLY DO KNOW WHAT'S GOING ON AND WHAT STRATEGIES TO EMPLOY TO GET THINGS ON THE RIGHT TRACK. SO THANK YOU ALL FOR CORRALLING THAT INFORMATION AND PUTTING IT ALTOGETHER MEANINGFULLY AND POWERFULLY. I HAD ONE QUICK QUESTION. ONE THING I NOTICE IN ONE OF THE GRAPHS WAS IN TERMS OF OVER ALL EMPLOYEE SATISFACTION. THERE WAS THAT PEAK THEN -- I THINK THAT WAS THE 2015-2016. IS THERE AN EXAMINATION OF WHAT PARTICULARLY LED TO THAT DECREASE OR STILL LOOKING AT THAT OR THAT WAS JUST MORE QUANTITATIVE AND WE DON'T HAVE THE QUALITATIVE CORRELATION TO POINT AT?

Marissa Madrigal: SO THAT'S SOMETHING THAT WE'LL BE LOOKING INTO BECAUSE TWO YEARS AGO WHEN WE DID THE SURVEY, MARISSA MADRIGAL, CHIEF OPERATING OFFICER AGAIN. WE BROKE DOWN BY DEPARTMENT AND DIVISION THE RESULTS AND HAD DISCUSSIONS WITH DEPARTMENT DIRECTORS ABOUT THOSE RESULTS. EACH DEPARTMENT DEVELOPED SPECIFIC STRATEGIES FOR THEIR DEPARTMENT T. WE HAVEN'T DONE THAT ANALYSIS YET BUT WE'LL BE DOING IT AGAIN. WHAT I'M INTERESTED TO SEE IS IN THAT DROP WAS THAT LIKE AN ACROSS THE BOARD? WAS IT DECLINING RESULTS IN CERTAIN AREAS, DID WE IMPROVE IN THE AREAS THAT WE FOCUSED ON AND LOSE GROUND IN OTHER AREAS? THERE'S A LOT OF QUESTIONS. I ALSO THINK THERE WILL BE A LOT OF LEARNING. IF DEPARTMENTS ADDRESS THEIR MORE NEGATIVE RESULTS WITH SPECIFIC STRATEGIES AND DIDN'T MOVE THE DIAL OBVIOUSLY THOSE ARE NOT STRATEGIES WE SHOULD USE AGAIN. THOSE WERE INEFFECTIVE STRATEGIES AND TACTICS. THAT IS TO COME. BUT IT'S SOMETHING THAT WE'RE LOOKING AT BECAUSE WE DID MAKE A COMMITMENT TO TAKE ACTION TO IMPROVE THE RESULTS LAST TIME AND OVER ALL THEY HAVE GONE DOWN. I THINK PART OF SAFETY, TRUST AND BELONGING IS TRANSPARENCY THAT YOU'RE SEEING LEADING INTO AN OPENING OF THE BOOKS AND SO I HOPE TO CONTINUE THAT PROCESS AND WORK WITH DEPARTMENTS ON THEIR VERY SPECIFIC ISSUES BECAUSE WE ARE A LARGE ORGANIZATION, 6,000 EMPLOYEES, MANY DIFFERENT CULTURES, NOT JUST ONE. SOME PEOPLE HAVE GOOD EXPERIENCES, SOME HAVE BAD. WE WANT TO EVEN THAT OUT. WE DON'T WANT TO EVEN IT OUT, WE WANT TO BRING THE BAD EXPERIENCES UP TO THE GOOD ONES.

Commissioner Vega Pederson: THANK YOU, EVERYONE, WHO WORKED SO HARD ON BRINGING ALL THIS DATA TOGETHER IN A WAY THAT WE'RE ABLE TO REALLY GET A SENSE OF WHERE FOLKS ARE AT. ALL OF THE WORK THAT PEOPLE ARE DOING THROUGHOUT THE COUNTY FOR THIS -- I THINK THAT IN ALL THE YEARS THAT I HAVE BEEN WORKING LIKE IN THE PRIVATE AND PUBLIC SECTOR THIS IS LIKE THE MOST, LIKE, HONEST AND DIRECT LOOK AT THESE KINDS OF ISSUES IN EITHER A COMPANY OR A GOVERNMENT. I THINK THAT IS WHAT YOU SAID BEFORE IS LIKE THIS SHOWS WHERE WE ARE AND WHERE WE NEED TO DO THE WORK. WE SHOULD BRING IT ON. NOW WE KNOW WHERE

WE ARE. WE REALIZE WHERE WE NEED TO GO. ESPECIALLY LEARNING DIGGING INTO THE DETAILS ON THINGS THAT MAY HAVE -- WE TRIED AND THEY HAVEN'T WORKED, LOOK AT OUR PROMOTION AND HIRING PRACTICES WITHIN MIDDLE MANAGEMENT. THIS ALLOWS US TO DO THE WORK WE KNOW NEED TO BE DONE AND WE'RE ALL COMMITTED TO DOING. I APPRECIATE THIS AND I'M LOOKING FORWARD TO HOW THIS WILL TIE INTO THE DISCUSSION ON THURSDAY WITH THE WORK FORCE EQUITY THING. THANKS SO MUCH. LOTS OF WORK TO DO.

Commissioner Stegmann: THANK YOU SO MUCH FOR THE TEAM, FOR BRINGING THIS TO US. I THINK I KNOW THAT I HAVE HEARD INDIVIDUAL STORIES FROM FOLKS AND HONESTLY, NEGATIVE STORIES. TO HEAR THE DATA THAT BACKS UP ANECDOTALLY WHAT I HAVE HEARD, IT'S HARD TO LOOK IN THE MIRROR, BUT A GOOD FRIEND WILL TELL YOU WHEN YOU'RE WRONG OR WHEN YOU NEED TO IMPROVE. SO I THINK THAT THAT REALLY SPEAKS VOLUMES ABOUT THE COMMITMENT THAT YOU ALL AND THIS BOARD AND OUR ORGANIZATION HAS TO ADDRESSING THESE INEQUITIES. SO I AGREE WITH COMMISSIONER VEGA PEDERSEN. YOU DON'T GO INTO ORGANIZATIONS OR COMPANIES AND HAVE PEOPLE ASK THESE HARD QUESTIONS AND JUST LAY IT ALL OUT THERE. THAT TO ME IS HUGE. ONE THING I HAVE ALWAYS KNOWN ABOUT COUNTY EMPLOYEES, SO IMPRESSED, IS THAT EVERY COUNTY EMPLOYEE I HAVE MET, THEY LOVE THEIR JOB.

THEY FEEL LIKE WHAT THEY ARE DOING IS MEANINGFUL AND IMPORTANT AND WE HAVE TO PROVIDE THEM THE TOOLS AND SUPPORT. THIS WORK IS HARD. IT'S HEAVY. WE'RE NOT GIVING PEOPLE THE TOOLS THAT THEY NEED TO PROSPER. SO THE FACT THAT WE'RE DOING THIS NOW I'M LIKE SUPER STOKED. IT'S NOT ALL GOOD NEWS BUT THAT'S OKAY. WE HAVE A BASELINE. WE HAVE A DIRECTION, WE HAVE ACCOUNTABILITY. I AM SADDENED BY THE KIND OF ZERO SUM. IT'S INTERESTING, PERSPECTIVE IS EVERYTHING. IF YOU'RE A PERSON OF COLOR YOU HAVE CERTAIN IDEAS. IF YOU'RE THE DOMINANT CULTURE YOU HAVE CERTAIN IDEAS. IT'S IMPORTANT THAT WE NEED TO BRIDGE THAT GAP AND PROBABLY THE TRUTH IS SOMEWHERE PROBABLY IN THE MIDDLE. BUT I DO THINK THAT WE CAN GET AT A WIN-WIN SITUATION AND THAT IS MY GOAL LIKE YOU SAID, MARISSA, IT'S NOT ABOUT ELEVATING ONE GROUP OF EMPLOYEES, IT'S ABOUT BRINGING EVERYBODY UP. I'M SUPEREXCITED AND STOKED. THIS IS A GREAT TIME TO BE AT THE COUNTY AND I'M HOPEFUL AND THE ERG GROUPS AND EMPLOYEES OF COLOR, THANK YOU FOR YOUR COURAGE TO ENGAGE WITH ME AND MY OFFICE. I'M REALLY, REALLY HOPEFUL AND EXCITED ABOUT THE FUTURE.

Chair Kafoury: I WANT TO JUST PLAY OFF SOMETHING YOU TALKED ABOUT. I THINK WE'RE HAVING THE SAME IDEAS FLOWING ACROSS. WHEN I SAW THE LAST SLIDE SHOWING HOW MUCH OUR EMPLOYEES VALUE THE WORK THAT THEY DO AND FEEL THEY BRING THEIRSELVES 100% TO THE JOB EVERY DAY IT REITERATED FOR ME WHY WE'RE DOING THIS. OUR EMPLOYEES DESERVE

TO BE TREATED WITH DIGNITY AND REALIZE AND THEY DESERVE THAT SAFETY, TRUST AND BELONGING WE TALK SO MUCH ABOUT. YOU ALL COME TO WORK EVERY DAY AND DO THIS REALLY HARD WORK, SAVE LIVES, HELP TURN THE TIDE FOR THE MOST VULNERABLE IN OUR COMMUNITY, AND YOU DON'T DESERVE TO BE TREATED LIKE YOU HAVE BEEN TREATED. EVERYBODY DESERVES TO FEEL SAFE HERE. THAT'S WHAT THIS WORK IS ALL ABOUT. I'M WITH YOU. I'M EXTRA COMMITTED AFTER HEARING THESE NUMBERS. THESE STORIES. IT'S HARD, PAINFUL, UNCOMFORTABLE. BUT IT IS SO NECESSARY. IT'S NOT BY ACCIDENT THAT WE GOT HERE.

Chair Kafoury: WE HAVE A HISTORY AND IT'S SO IMPORTANT WE CONTINUE TO TALK ABOUT THE HISTORY OF OUR COUNTRY AND OF OUR STATE AND OUR CITY BECAUSE THAT'S WHY WE'RE HERE. WE HAVE EMBRACED RACISM AS A COMMUNITY OVER THE YEARS. IT'S NOT GOING TO BE BY ACCIDENT THAT WE GET OUT OF IT. IT'S GOING TO BE INTENTIONAL. EVERY ONE OF US WORKING TOGETHER IN THE SAME DIRECTION. THERE'S GOING TO BE UPS AND DOWNS. WE TALKED ABOUT THAT UNFORTUNATE BLIP IN THE WRONG DIRECTION BUT WE HAVE TO REMAIN COMMITTED TO BEING THERE BECAUSE OUR EMPLOYEES DESERVE IT. SO WE LOOK FORWARD TO HEARING PART 2 ON THURSDAY AS WE CONTINUE THIS CONVERSATION, AND JUST KNOW THAT WE'RE IN THIS TOGETHER. SO THANK YOU TO THE OFFICE OF RESEARCH AND EVALUATION, THANK YOU TO ODE, BEN, KATHERIN AND THE RESOURCE GROUPS FOR ALL THE GOOD WORK THAT YOU DO.

**ADJOURNMENT – 12:18 p.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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