

TRANSCRIPT OF THE MEETING OF THE BOARD OF COMMISSIONERS

MULTNOMAH BUILDING, BOARD ROOM 100

501 SE HAWTHORNE BLVD. PORTLAND, OREGON

TUESDAY, JUNE 28, 2016 @ 10:00 AM

BOARD BRIEFINGS

CHAIR DEBORAH KAFOURY CALLED THE MEETING TO ORDER AT 10:05 A.M. WITH VICE-CHAIR JULES BAILEY AND COMMISSIONERS LORETTA SMITH, JUDY SHIPRACK PRESENT AND COMMISSIONER DIANE MCKEEL EXCUSED.

ALSO ATTENDING WERE JENNY MADKOUR, COUNTY ATTORNEY, AND LYNDA GROW, BOARD CLERK.

[ALL CAPS TEXT IS THE BYPRODUCT OF CAPTIONING THIS PROGRAM.]

Chair Kafoury: GOOD MORNING, WELCOME TO THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS. WE ARE EXCITED ABOUT OUR [INAUDIBLE] DEPARTMENT HEADQUARTERS.

B.1 briefing on fac-1 project design and construction for the health department headquarters (hdhq) project. Presenters: Doug Obletz, Shiels Obletz Johnsen, Gene Sandoval, ZGF architects; Brett Taute, facilities & property management

Brett Taute: BRETT TAUTE WITH FACILITIES AND PROPERTY MANAGEMENT, AND I'M JOINED BY DOUG OBLETZ OF [INAUDIBLE] AND CARL [INAUDIBLE] OF ZGF ARCHITECTS. WE ARE HERE TO GIVE A BRIEFING FOR THE HEALTH QUARTERS PROJECT. WE ARE AT THE PHASE OF CONCLUDING OUR DESIGN DEVELOPMENT AND LOOKING TO MOVE INTO THE DEVELOPMENT OF CONSTRUCTION DOCUMENTS. WE'LL BE BRINGING A RESOLUTION TO THE BOARD NEXT THURSDAY, JULY 7 REQUESTING THE APPROVAL OF THE WORK COMPLETED TO DATE AND ASKING FOR THAT AUTHORIZATION TO MOVE FORWARD WITH THE NEXT PHASE OF THE PROJECT. TODAY'S BRIEFING IS IN ADVANCE OF THAT BOARD RESOLUTION. SO THANK YOU FOR THE OPPORTUNITY, AND WE LOOK FORWARD TO SHARING WHERE WE ARE AND HOW THE PROJECT IS GOING AT THIS POINT.

THE PURPOSE OF THIS BRIEFING IS TO SHARE OUR PROJECT GOALS AND OBJECTIVES. THE DESIGN STATUS, THE COMMUNITY ENGAGEMENT, OUR PROJECT BUDGET SCHEDULE, AND CERTAINLY, THE NEXT STEPS THAT WE SEE IN THE PROJECT. THE PROJECT GOALS AND OBJECTIVES HAVE REMAINED THE SAME FROM THE INCEPTION OF THE PROJECT. WE ARE REPLACING OUR CURRENT MCCOY BUILDING, AND LOOKING FOR -- TO CONSOLIDATE THE HEALTH PROGRAMS FROM THE MCCOY AND IDENTIFIED PROGRAMS OUT OF THE LINCOLN BUILDING INTO A SINGLE, MODERN FACILITY. PROVIDING ACCESSIBLE AND SAFE AND WELCOMING FACILITY, NOT ONLY FOR OUR STAFF

BUT ALSO FOR THE PUBLIC AND OUR CLIENTS FOR -- WHO RECEIVE THESE CRITICAL COUNTY SERVICES. BUILDING, THE BUILDING WILL BE DURABLE, USE SENSIBLE MATERIALS AND FOCUSED ON ENERGY EFFICIENCY. WE HAVE OUR GOALS WITH SUSTAINABILITY FOR LEAD GOAL AS WELL AS OUR CHALLENGE AROUND, AS WELL AS OUR 2030 CHALLENGE AND THE 1.5% FOR GREEN ENERGY TECHNOLOGY.

WE'RE LOOKING TO CREATE A MODEST, FLEXIBLE DESIGN THAT WOULD BE A RESPONSIBLE USE OF TAXPAYER FUNDS AS WELL AS PROVIDE AN 80-YEAR FACILITY FOR THE COUNTY MOVING INTO THE FUTURE. THE HEALTH DEPARTMENT MISSION AND OBJECTIVES, THE HEALTH DEPARTMENT VISION AROUND HEALTHY PEOPLE AND HEALTHY COMMUNITIES. THERE IS A HOST OF SERVICES THAT THE HEALTH DEPARTMENT CERTAINLY PROVIDES ACCESS TO BEING A, A LARGEST SAFETY NET PROVIDER OF HEALTH CARE IN OREGON SERVING ALMOST, ON THE AVERAGE OF 165,000 PATIENTS A YEAR, THAT'S THROUGH THE FULL NETWORK, NOT STRICTLY FROM THIS BUILDING BUT THROUGH THE FULL NETWORK. THE HEALTH DEPARTMENT HEADQUARTERS WILL BE LOCATED IN THIS FACILITY. I WANTED TO SHARE OUR COMMUNITY ENGAGEMENT OVER THE PAST SIX MONTHS WITH YOU. CERTAINLY FAMILIAR WITH THE BOARD ACTIONS THAT WE HAVE TAKEN. AUTHORIZING THE, US TO MOVE INTO THE SCHEMATIC AND DESIGN DEVELOPMENT PHASES OF THE PROJECT IN NOVEMBER.

Brett Taute: CERTAINLY TO, THROUGH THE ACTION IN FEBRUARY OF THIS YEAR, AND CONTINUING ON THE CHAIR, GLADYS MCCOY, WITH -- WITH HER NAME BEING THE NAME OF THE FUTURE BUILDING. WE HAVE OUR COMMUNITY PARTNERS WITH PORTLAND HOUSING BUREAU. PORTLAND HOUSING BUREAU CURRENTLY OWNS THE LAND THAT IS THE PROJECT SITE. WE ARE LOOKING TO TRANSFER AND TAKE ACQUISITION OF THAT LAND, JUST PRIOR TO THE CONSTRUCTION OF THE PROJECT. THE PORTLAND DEVELOPMENT COMMISSION, WE HAVE 36.4 MILLION WORTH OF TIFF FUNDING COMING THROUGH THE PORTLAND DEVELOPMENT COMMISSION FOR THIS PROJECT, THAT IS AS IT IS LOCATED WITHIN THE RIVER DISTRICT URBAN RENEWAL DISTRICT. WE ALSO ARE WORKING WITH PORTLAND DEVELOPMENT COMMISSION ON UTILIZING THE BLOCK JUST SOUTH TO OUR CURRENT PROJECT SITE FOR CONSTRUCTION STAGING. SO THEY CURRENTLY OWN THAT, AND WE ARE HAVING CONVERSATIONS WITH THEM ABOUT THE UTILIZATION OF THAT BLOCK.

WE ALSO HAVE THE NEIGHBORHOOD INVOLVEMENT COMMITTEE, WHICH IS A COMMITTEE THAT'S COMPOSED OF KEY STAKEHOLDERS WITHIN THE NEIGHBORHOOD, IMMEDIATE NEIGHBORS AS WELL AS OLD TOWN CHINATOWN NEIGHBORHOOD ASSOCIATION, AND OTHERS. WE HAVE HELD TWO MEETINGS WITH OUR NEIGHBORHOOD INVOLVEMENT COMMITTEE WHICH WE SHARED THE STATUS OF THE PROJECT AS WELL AS THE CURRENT DESIGN. THE SECOND OF THOSE MEETINGS WAS JUST LAST FRIDAY. WE

WERE ABLE TO VERY MUCH LOOK AT THE DESIGN THAT WE ARE LOOKING AT TODAY AND SHARE OUR FUTURE PROJECT SCHEDULE WITH THAT GROUP.

IN ADDITION TO THAT, WE HAVE MET WITH THE HOME FORWARD IN TRANSITION PROJECTS, WHO ARE, WHO OPERATE THE PROGRAMS AND OWNERSHIP OF BUD CLARK COMMONS, AND THAT'S IN RELATION TO THE CONSTRUCTION EASEMENTS, PROPERTY EASEMENTS, OUR PROXIMITY AND CERTAINLY IN WORKING WITH THEM ON THAT COORDINATION AS WE MOVE INTO THE FUTURE PHASES OF THIS PROJECT. JUST TO PROVIDE A DESIGN STATUS, WE ARE AT THE CONCLUSION OF OUR DESIGN DEVELOPMENT PHASE. WE HAVE SUBMITTED FOR DESIGN REVIEW. WE HAVE SUBMITTED THE APPLICATION IN JUNE. WE HAVE UNTIL JULY 5 TO FINALIZE THAT APPLICATION. WE ANTICIPATE THE FIRST HEARING LATE AUGUST, SO I WANTED TO SHARE THAT WITH THE BOARD. OUR PROGRAM IS A NINE-STORY, ROUGHLY 159,000 SQUARE FOOT FACILITY. WE HAVE -- AND THE PROGRAM MEETS THE HEALTH DEPARTMENT PROGRAMMING REQUIREMENTS FOR THOSE PROGRAMS THAT WERE IDENTIFIED OUT OF THE MCCOY AND LINCOLN TO MOVE INTO THE FUTURE BUILDING. THE DESIGN FEATURES AROUND THIS BUILDING ARE THAT IT IS A WELCOMING COMMITTEE FOR NOT ONLY STAFF BUT THOSE SERVICES FROM THE HEALTH DEPARTMENT AS WELL AS THE PUBLIC IN GENERAL. CERTAINLY AROUND GROUND FLOOR ACTIVATION, AND THAT'S A COMPONENT VERY MUCH IN LINE WITH THE CITY OF PORTLAND'S DESIGN REQUIREMENTS FOR THE NEIGHBORHOOD AND CERTAINLY TO BE A GOOD NEIGHBOR WITHIN, ON OUR SITE AND WITH, WITHIN OLD TOWN CHINATOWN, IN ADDITION TO THIS, THE PROJECT HAS BEEN ACCEPTED INTO A -- HAS BEEN ACCEPTED AS A PILOT PROJECT WITH THE OREGON DEPARTMENT OF ENERGY RELATED TO THE GREEN, GREEN ENERGY TECHNOLOGY REQUIREMENTS.

Brett Taute: THERE IS A 1.5% GREEN ENERGY TECHNOLOGY REQUIREMENT WITHIN THE PROJECT WITHIN THE BUDGET. MORE TRADITIONALLY THAT'S BEEN APPLIED TO THE INSTALLATION OF THE SOLAR. WE DID NOT HAVE, UPON ANALYSIS WE DID NOT SEE THAT SOLAR WAS A GOOD APPLICATION ON THIS PROJECT, SO WE ENGAGED THE DEPARTMENT OF ENERGY, CLOSELY WORKING WITH ZGF AND COMMUNICATIONS WITH ODO ON THIS, AND UTILIZING THE PASSIVE SOLAR ELEMENTS AROUND SHADING, TERMINAL MASSING AND OTHER EXTERIOR ELEMENTS OF THE BUILDING, ALONG WITH THE MECHANICAL SYSTEM THAT WE ARE PURSUING WITHIN THE BUILDING. OUR ENERGY MODELING SHOWED THAT WE WERE, WE REALIZE UPWARDS OF 30% ENERGY SAVING OVER CODE COMPLIANCE, AND SO OTO ACCEPTED OUR PROJECT AS A PILOT PROJECT SO WE ARE ABLE TO ATTRIBUTE THE 1.5% ALLOCATION IN THE BUDGET THAT WOULD HAVE MORE TRADITIONALLY BEEN THE SOLAR TO THESE COMPONENTS WITHIN THE BUILDING.

WE ARE ALSO PURSUING AN INCREASE IN THE SEISMIC RESILIENCY. SO WE'RE JUST ABOVE THE LIFE SAFETY REQUIREMENT THAT THE BUILDING CODE

REQUIRES, WITH THIS INCREASE IN THE SEISMIC RESILIENCY, WE WOULD SEE THE BUILDING STRUCTURE WOULD SURVIVE A DESIGN EVENT, AND THEREFORE, THE COUNTY WOULD REALIZE THAT SAVINGS AND THE FACT THAT WE COULD COME IN AND REPAIR AND REOCCUPY THE BUILDING SOMETIME INTO THE FUTURE. WE CERTAINLY PURSUE OPEN FLEXIBLE WORKPLACE AND ALIGNMENT WITH OUR FACILITY ASSETS STRATEGIC PLAN. THE BUILDING WILL HAVE A GREEN ROOF. AND WE ARE WORKING WITH OUR PARTNERS, THE REGIONAL ARTS AND COMMUNITY, AND CULTURAL COUNCIL ON THE CORPORATION OF PUBLIC ART IN THE FACILITY. AT THIS POINT I WILL TURN THE PRESENTATION OVER TO CARL, AND HE WILL GIVE MORE INSIGHT INTO THE DESIGN.

Carl: THANK YOU, BRETT. THE DESIGN HAS CONTINUED TO EVOLVE. YOU WON'T SEE ANY MAJOR CHANGES BUT I WILL TELL YOU SOME OF THE, SOME OF THE OVERALL AND UPDATES. THIS IS A VIEW THAT I DON'T BELIEVE THAT YOU HAD SEEN, AND WE LIKE IT, FIND IT EXCITING BECAUSE IF YOU CAN PICTURE, YOU SEE 6 BUT ALSO IRVING AND HOYT, AND THOSE STREETS, AT SOME POINT, ARE PROJECTED TO EXTEND, AND THIS IS GOING TO BE THE CENTER OF A LOT OF NEW DEVELOPMENT ALREADY C.P. AND C.A., AND I THINK IT WILL BE A TREND-SETTER IN MOVING UP HERE, THE HEALTH DEPARTMENT. YOU GO TO THE NEXT SLIDE.

SOME OF THE POINTS BRETT WAS TALKING ABOUT, THE PASSAGE. YOU CAN SEE THIS ON THE VIEW ON THE LEFT, THAT'S THE SOUTH WALL FACING TOWARDS THE MAIN PART OF THE DOWNTOWN THERE, AND YOU CAN SEE THOSE WINDOWS ARE RECESSED AND THEY HAVE HORIZONTAL SHE FEELS TO BLOCK THE SUNLIGHT. SOME OF THE LARGER OPENINGS ARE TO REFLECT THE INTERNAL PROGRAMS, CONFERENCE ROOMS AND WAITING ROOMS AND THAT SORT OF THING. THE PICTURES ON THE RIGHT YOU CAN SEE THE STREET LEVEL, AS BRETT MENTIONED. GROUND LEVEL ACTIVITIES ARE IMPORTANT, AND IN FACT, IT'S A REQUIREMENT FOR THE CITY OF PORTLAND. I THINK THE BUILDING WILL GIVE A SENSE OF A PERMANENT BUILDING, OF SOME QUALITY, AND AS THE AREAS REDEVELOP, THERE WILL BE MORE AND MORE PEOPLE ON THE STREETS, AND IN FACT, YOU ARE BRINGING ABOUT 500 PEOPLE THERE. IT'S DARK HALF THE TIME, AND BEING UP IN THE FAR NORTH LATITUDES HERE, AND AS FAR AS THE -- WE GET EVENING -- IT'S IMPORTANT TO KNOW WHAT THE BUILDING LOOKS LIKE AT NIGHT. THERE WILL BE LIGHT, AND YOU WILL BE ABLE TO SEE INSIDE TO ART, AND WE ARE WORKING WITH THE ARTISTS ON THAT.

THE BOTTOM VIEWS SHOW ALONG IRVING, THAT'S A SHORT STREET NOW BUT THAT MIGHT CONTINUE INTO THE POSTAL BLOCKS, AND WE HAVE A SERVICE ENTRY THERE WHERE THE BIG ORANGE DOOR IS BUT WE ARE MAKING IT AS ACTIVE AS POSSIBLE. YOU CAN SEE THE NORTH WIND IS ON THE RIGHT. THE RECESSES ARE MORE SHALLOW, BECAUSE HERE WE'RE NOT HAVING TO SHADE FROM THE SUNLIGHT. AND GETTING HERE, I THINK, A COUPLE MORE

SLIDES. THIS IS A VIEW OF WHAT YOU ARE WALKING UP THE BROADWAY BRIDGE RAMP, THIS IS GOING TO BE A GREAT SOCIAL SERVICES BLOCK WITH THE COMMONS ON THE RIGHT, AND A LARGER BUILDING BUT THAT'S ALSO THE PURPOSE OF SOME OF THE, SOME OF THE ELEMENTS WITHIN THE FACADE TO GIVE IT A SIMILAR SCALE TO BUD CLARK COMMONS. MOST PEOPLE COME ACROSS THE BROADWAY BRIDGE. NEXT SLIDE, AND FINALLY THIS IS A STRAIGHT ON VIEW OF THE EAST ELEVATION. THIS WOULD BE LIKE LOOKING FROM THE RIVER, FROM THE GREYHOUND STATION. WE FEEL IT'S WELL PROPORTIONED. IT'S GOT A BASE THERE, WITH THE OPEN WINDOWS AT THE GROUND LEVEL. THE BODY OF THE BUILDING, THIS IS THE DESIGN REVIEW TERMS, THE MAIN GROUP OF WINDOWS. AND THEN AT THE TOP WE HAVE TALLER OPENINGS TO GIVE IT A CROWN, AND THAT UPPER FACADE IS, ACTUALLY, THE UPPER FLOOR IS, ACTUALLY, RECESSED BACK TO GIVE -- BECAUSE WE WERE BUILDING MORE SPACE THAN WE REALLY NEEDED, AND TO ALSO GIVE IT AN ARCHITECTURAL TOP. SO THAT'S -- AND THEN FINALLY, I FORGOT THE ONE SLIDE WE ADDED HERE, THESE MATERIALS ARE STILL IN THE DEVELOPMENT, BUT THE SENSE IS THAT THESE ARE QUALITY MATERIALS, DURABLE, AS BRETT MENTIONED, AND THE GOAL IS TO HAVE AN 80-YEAR BUILDING, AND WE'RE NOT USING ARTIFICIAL STUCCO OR ANYTHING LIKE THAT, THAT HAS TO BE REPLACED, BUT THESE WERE QUALITY MATERIALS THAT ARE EASY TO MAINTAIN.

Shels Oblatz Johnson: GOOD MORNING, SHIELS OBLETZ JOHNSEN.

Chair Kafoury: WAIT A SECOND, WHAT ARE YOU DOING HERE?

Shels Oblatz Johnson: LET'S NOT RUSH IT, I HAVE 2.5 DAYS.

Chair Kafoury: I AM HONORED AND I THINK THAT I CAN SPEAK IF ALL OF US THAT YOU ARE CHOOSING TO SPEND YOUR HALF OF YOUR THIRD TO THE LAST DAY HERE WITH US. GOOD TO SEE YOU.

Shels Oblatz: WILL BE BACK. I'M NOT DISAPPEARING. WOULD LIKE TO GIVE YOU AN UPDATE ON THE ESTIMATE. WE HAVE COMPLETED AN ESTIMATE BASED ON THE 50% DESIGN DEVELOPMENT DOCUMENTS. WE HAVE COMPLETED THE ASSESSMENT USING THE RECENT SUBCONTRACTOR BUDGET PRICING. THE ESTIMATE IS WITHIN THE PREVIOUSLY APPROVED 85 MILLION TO 95 MILLION RANGE AT 92 MILLION. THE PROJECT STILL INCLUDES 12.1 MILLION OR 13.6% OF THE TOTAL PROJECT IN CONTINGENCIES, WHICH IS VERY IMPORTANT THAT WE MAINTAIN THOSE AT THIS LEVEL OF DETAIL. THE LOWER PART OF THE SLIDE HASN'T CHANGED AT ALL SINCE THE NOVEMBER PRESENTATION, BUT FOR THE CURRENT ESTIMATE SO IT SHOWS WHERE WE ARE BASED ON THE 92 MILLION ESTIMATE VERSUS OUR PREVIOUSLY DISCUSSED RANGE OF 85 TO 95 MILLION. I THINK THAT OVERALL WE FEEL VERY GOOD ABOUT WHERE WE ARE, IN TERMS OF MEETING THE PROGRAM OBJECTIVES. MOST IMPORTANTLY, MAINTAINING OUR CONTINGENCIES GIVEN SOME OF THE RISK

FACTORS EXPLAINED ON THE NEXT SLIDE, SO THERE ARE SEVERAL UNKNOWNNS, AND CONTINUING RISKS. THE FIRST IS THE DESIGN REVIEW, WHICH IS A SUBJECTIVE PROCESS. THE PROJECT IS IN FOUR DESIGN REVIEW NOW. BUT THE APPROVAL DATE IS UNKNOWN. WE DON'T KNOW WHETHER WE WILL RECEIVE RAPID APPROVAL OR BE INVOLVED IN MORE LENGTHY PROCESS. THE SECOND RISK IN THE PERMIT AREA HAS TO DO WITH THE BUILDING PERMITS. THE CITY OF PORTLAND IS VERY BUSY.

Shels Obletz Johnson: IN TERMS OF THEIR PROCESSING OF PERMITS. PART OF THAT HAS TO DO WITH A RATHER ASTOUNDING AMOUNT OF DEVELOPMENT OCCURRING AROUND THE CITY RIGHT NOW, WHICH IS CHARACTERIZED BY ALL THE CRANES AND NEW CRANES THAT WE'RE SEEING. THOSE CONSTRUCTION CRANES AND CONSTRUCTION AT A BROAD RANGE OF SCALE HAS PRODUCED ESCALATION IN THE MARKETPLACE OVER THE, OVER THE RECENT MONTHS, AND SOME WORKFORCE AVAILABILITY ISSUES. BY SOME ESTIMATES, THE CONSTRUCTION ESCALATION IS RUNNING BETWEEN 1.5 -- BETWEEN 1 TO 1.5% PER QUARTER, AND THERE ARE WORKFORCE SHORTAGES. IT IS NOT HELPING THAT OTHER WEST COAST MARKETS ARE BEGINNING TO STEAL OUR LABOR BY OFFERING HIGHER, HIGHER WAGES. WE'RE WORKING VERY CLOSELY WITH J.E. DUNN OUR GENERAL CONTRACTOR TO LOCK IN THE CONTRACTORS, SUBCONTRACTORS, AND THE LABOR NEEDED TO DELIVER THE PROJECT.

WE HAVE, AGAIN, MAINTAINED THE ESCALATION CONTINGENCIES AT THE ORIGINAL LEVELS. WE ARE WORKING WITH GREAT PARTNERS, SPECIFICALLY WE HAVE -- WE'RE IN THE PROCESS OR HAVE SELECTED THE MAJOR SUBCONTRACTORS TO WORK WITH US ON THIS PROJECT THROUGH AN RFP PROCESS AND WE'LL BE WORKING WITH THEM TO LOCK IN THE PRICES AT THE EARLIEST DATE. WE'RE LOOKING AT MEASURES FOR EARLY PROCUREMENT OF SYSTEMS THAT ARE EXPENSIVE, PARTICULARLY ELEVATORS AND STEEL, WHICH ARE LEAD ITEMS AND ALSO HAVE VERY HIGH POTENTIAL COST ESCALATION. J.E. DUNN HAS CONTINUED THE OUTREACH WITH THE SUBCONTRACTOR COMMUNITY, AND IS BUILDING THE TEAM. WE ARE -- I AM GOING TO YOU CAN TALK IN A MOMENT ABOUT A POTENTIAL EARLY WORK PACKAGE WHICH WE DISCUSSED WITH YOU PREVIOUSLY WHICH ALSO MIGHT MITIGATE SOME OF THAT ESCALATION RISK. I DID WANT TO REPORT THAT IN NOVEMBER, THE BOARD APPROVED 3.2 MILLION IN EXPENDITURES ON THE PROJECT AND TO DATE WE HAVE EXPENDED 2.6 MILLION OF THAT AMOUNT. THE NEXT SLIDE, 15, IS OUR OVERALL MILESTONE SCHEDULE. AGAIN, NOT A BIG CHANGE FROM WHAT WE DISCUSSED IN NOVEMBER.

RIGHT NOW THIS HAS THE START OF CONSTRUCTION COMING BACK HERE IN EARLY 2017 FOR BOARD APPROVAL TO START THE CONSTRUCTION WITH A PROJECTED COMPLETION DATE IN THE SECOND QUARTER, APPROXIMATELY MARCH OF 2019. WE ARE CONTINUING TO PURSUE THE EARLY WORK PACKAGE IDEA. THE CONSTRUCTION DOCUMENT PACKAGES ARE BEING

DESIGNED TO ALLOW THE POTENTIAL FOR AN EARLY START OF THE FOUNDATION, ACTUALLY, THE FOUNDATION PACKAGE. PERHAPS BY THE, BY THE END OF THE YEAR. WE'RE NOT PREPARED TO RECOMMEND PURSUING THAT JUST YET BECAUSE OF THE UNCERTAINTIES OVER THE DESIGN REVIEW AND THE BUILDING PERMITS, BUT WE ARE PREPARED TO COME BACK TO YOU IN EARLY FALL WITH THE REPORT ON THE OPPORTUNITY TO MOVE FORWARD ON THAT BASIS, AND THE CHANGES IN THE BURN RATE FOR EXPENDITURES THAT WOULD COME WITH THAT EARLY START. SO THAT'S KIND OF WHERE WE ARE ON BOTH COST AND SCHEDULE. AND I WILL TURN IT BACK TO BRETT.

Brett Taute: I WANTED TO SHARE WITH THE BOARD THE OUTREACH EFFORTS. J.E. DUNN AND THE TEAM HAVE HAD, PARTICULARLY WITH THE MWESB PARTICIPATION. WE HELD AN EVENT IN MARCH. IT WAS HERE IN THIS BOARDROOM, AN OUTREACH EVENT, PARTICIPATED IN MAY 5 AT THE TRADE SHOW, AND THEN JUST LAST FRIDAY, THERE WAS A SHOWCASE EVENT AT THE CENTER THAT THE HEALTH HEADQUARTERS PROJECT ALONG WITH THE COURTHOUSE AND OTHER CAPITAL PROJECTS WITH THE COUNTY HELD ANOTHER OUTREACH EVENT SO WANTED TO SHARE THOSE ACTIVITIES WITH THE BOARD. ALL VERY SUCCESSFUL, AND ALL GREAT PARTICIPATION, AND LOOK FORWARD TO WORKING WITH OUR PROJECT TEAM AND VERY SPECIFICALLY J.E. DUNN ON THE FUTURE EVENTS AND OUTREACH. BOARD RESOLUTION AND NEXT STEPS. AS I MENTIONED EARLIER WE WILL BE BRINGING A BOARD RESOLUTION NEXT THURSDAY, JULY 7, SEEKING APPROVAL OF WHAT IS TERMED THE FACT 1 PROJECT DESIGN AND CONSTRUCTION. IT'S EFFECTIVELY THE WORK THAT'S BEEN COMPLETED THROUGH SCHEMATIC AND DESIGN DEVELOPMENT. AND SEEKING AUTHORIZATION OF 7.7 MILLION TO MOVE INTO THE NEXT STEPS. THOSE NEXT STEPS ARE DEVELOPMENT OF THE CONSTRUCTION DOCUMENTS, THE CONTINUED BOARD BRIEFINGS ON THE PROJECT DEVELOPMENT AS WE HAVE DONE EVERY -- BIMONTHLY TO DATE. AND WE'LL CONTINUE TO DO THAT. AND AS DOUG MENTIONED THE FURTHER ANALYSIS, THE EARLY WORK PACKAGE AND SHOULD THAT PROVE TO BE A VIABLE AND A RECOMMENDATION THAT THE TEAM CAN MAKE WE WOULD LOOK TO COME BACK IN EARLY FALL TO MAKE THAT RECOMMENDATION AND CERTAINLY SEEK THE FUNDS RELATED TO THAT WORK. WITH THAT, THAT CONCLUDES OUR BRIEFING AND CERTAINLY WILLING AND AVAILABLE TO ANSWER ANY QUESTIONS.

Chair Kafoury: DO WE HAVE ANY QUESTIONS? COMMISSIONER SMITH.

Commissioner Smith: I DON'T HAVE A QUESTION BUT A COMMENT. AND I WANT TO THANK YOU ALL FOR DOING WHAT YOU DO, AND EVEN THE POSSIBILITY OF HAVING A, AN EARLY WORK PACKAGE SOUNDS GREAT TO ME. KEEP UP THE GOOD WORK.

Chair Kafoury: COMMISSIONER BAILEY.

Commissioner Bailey: JUST A QUICK QUESTION. WE TALKED ABOUT THIS A BIT EARLIER BUT I WANTED TO MAKE SURE THAT I AM UNDERSTANDING THE QUESTION AND PUTTING IT ON THE RECORD. GOING THROUGH THE RISKS THAT ARE THERE, OBVIOUSLY WE'RE GOING TO BE DOING A MAJOR CONSTRUCTION PROJECT IN A TIGHT AREA, AND WE HAVE ALSO GOT A HISTORIC STRUCTURE, NOT TOO FAR AWAY. I JUST WANT TO UNDERSTAND WE HAVE A CLEAR PLAN FOR WORKING WITHIN THE CONSTRAINTS AND MITIGATING ANY ISSUES THAT MAY ARISE WITH THE CONSTRUCTION, NOT ONLY FOR THE SEISMIC OR THE VIBRATIONAL ASPECTS ON THE STRUCTURES BUT ALSO POTENTIALLY FOR, JUST INFLOW AND OUTFLOW OF PEOPLE GETTING INTO THE TRAIN STATION AND BUS STATION AND THAT SORT OF THING.

Brett Taute: WE'RE WORKING WITH J.E. DUNN ON PUTTING TOGETHER THAT PLAN. CURRENTLY NOT LOOKING AT DOING ANYTHING BEYOND RESTRICTING THE ACCESS TO THE SIDEWALKS IMMEDIATELY ARE ADJACENT TO OUR PROJECT SITE. TO THE QUESTION ABOUT THE HISTORIC PROPERTIES AND THE ADJACENT PROPERTIES, WE HAVE -- WE ARE PURSUING DRILLED PILES FOR THIS PROJECT, SO TO MINIMIZE THE VIBRATION AND CERTAINLY HOPEFULLY THE IMPACT TO THE ADJACENT STRUCTURES AROUND THAT BUT YES, WE'RE PURSUING THAT, AND IN COMMUNICATION WITH BUD CLARK COMMONS AND UNDERSTANDING THEIR PROGRAM AND COORDINATING OUR CONSTRUCTION WITH THEIR PROGRAMS AND EFFORTS, AS WELL.

Commissioner Bailey: GREAT, THANK YOU.

Chair Kafoury: GREAT, THANK YOU. WE LOOK FORWARD TO SEEING YOU AGAIN ON THURSDAY WHEN WE TAKE A VOTE ON THIS. THANKS FOR COMING. ALL RIGHT. NEXT UP WE HAVE A BOARD BRIEFING ON WORKFORCE DIVERSITY AND EQUITY. DO YOU WANT TO START THINGS OFF.

Commissioner Bailey: THANK YOU, CHAIR. WELL AS FOLKS ARE COMING UP HERE THIS IS A, I THINK, A REALLY IMPORTANT DAY. THIS RESPONSE TO A BUDGET NOTE FROM LAST YEAR, AND I HAVE TO SAY THAT I COULD NOT BE MORE PLEASED WITH THE COALITION THAT HAS WORKED TOGETHER WITH OUR STAFF AT MULTNOMAH COUNTY IN ORDER TO PROVIDE WHAT'S REALLY A TWO-PART PRESENTATION HERE. IN SOME SENSE THIS IS A CAP STONE OF THE COALITION'S WORK, AND WORKING WITH THE COUNTY AND THE RECOMMENDATIONS THERE, AND THEN ALSO THIS IS, IN SOME SENSE, A STATUS UPDATE ON THE DIVERSITY AND EQUITY IN THE COUNTY WORKFORCE, AND I THINK IT REALLY SPEAKS TO A CONCEPT OF SYNERGY IN THAT AS THE WORKFORCE EQUITY COALITION CAME FORWARD AND BEGAN THE DISCUSSIONS ON THIS LAST YEAR, IT REALLY MET AN EFFORT UNDERWAY AT THE COUNTY IN TERMS OF EXAMINING OUR WORKFORCE EQUITY GOALS AT THE COUNTY.

AND HAVING COUNTY STAFF THAT WAS ALREADY IN THE PROCESS BUT ALSO ABLE TO JOIN WITH THE WORKFORCE EQUITY COALITION TO UNDERSTAND THAT SYNERGY OF HOW WE CAN PARTNER BETTER TO SET GOALS THAT WE WANT TO MEET AND THEN WORK TO BE ABLE TO MEET THEM, I THINK, SPEAKS TO HOW OUR EXTERNAL PARTNERS CAN HELP US DO OUR WORK BETTER AT MULTNOMAH COUNTY AND MEET THE GOALS THAT WE HAVE SET FOR OURSELVES. SO, I AM REALLY EXCITED FOR THE PRESENTATION TODAY. I REALLY WANT TO THANK THE COUNTY STAFF THAT'S WORKED SO HARD ON THIS AND ALL OF OUR PARTNERS WHO WE'RE GOING TO HEAR FROM TODAY, AND I WILL PROBABLY HAVE A FEW WORDS WHEN THE PRESENTATION IS OVER. BUT I AM LOOKING FORWARD TO THIS SO THANK YOU VERY MUCH.

Marissa Madrigal: GOOD MORNING. CHAIR AND COMMISSIONERS, I AM MARISSA MADRIGAL, YOUR CHIEF OPERATING OFFICER. WE ARE GOING TO SWITCH THINGS AROUND A BIT ON THE AGENDA TODAY BECAUSE WE HAVE SOME FOLKS WHO NEED TO GET TO ANOTHER SCHEDULE, SCHEDULED EVENT. I JUST WANT TO RUN THROUGH WHAT WE ARE GOING TO BE TALKING ABOUT. WE'RE GOING TO GIVE YOU BACKGROUND AND HISTORY AND DATA ON THE WORKFORCE EQUITY, SHARE WITH YOU THE RECOMMENDATIONS, INCLUDING THE GOALS AND STRATEGIES THAT WE HAVE FOR THIS WORK, AND I WILL REVIEW THE NEXT STEPS, AND THE TESTIMONY FROM THE COMMUNITY PARTNERS, WHAT WE'RE GOING TO PULL UP TO RIGHT NOW, AND BEFORE I COULD GET TO THEM I WANT TO JUST SHARE WITH YOU HOW EXCITED THAT I AM ABOUT THIS WORK AND THANK YOU AS I REFLECTED ON WHAT IT MEANS TO BE A LATINA IN A LARGE ORGANIZATION IN MANAGEMENT AND REFLECTED ON MY OWN PATH. SO MUCH OF WHAT I AM ABLE TO DESCRIBE NOW ABOUT MY EXPERIENCE IS DESCRIBED IN WORDS THAT I LEARNED HERE. AS A LATINA GROWING UP FOR PART OF MY LIFE IN THE NORTHWEST,

I WAS CULTURALLY ISOLATED. I FELT THINGS AND EXPERIENCED THINGS THAT I DID NOT KNOW HOW TO PUT WORDS TO. IT'S REALLY BEEN THROUGH, IRONICALLY, THE TRAININGS THAT THE COUNTY HAS PUT ON FOR THE DOMINANT CULTURE THAT I HAVE BEEN ABLE TO DESCRIBE WHAT I FEEL AND WHAT I HAVE EXPERIENCED AND, AND PUT A KIND OF CLOSURE AND UNDERSTANDING TO THESE THINGS THAT YOU KNOW, AS PEOPLE OF COLOR WE EXPERIENCE, BUT DON'T ALWAYS KNOW HOW TO NAME. I CAN'T WAIT TO SHARE WITH YOU WHAT WE'RE DOING. WE HAVE GREAT DATA. WE HAVE COMMITTED COLLEAGUES. AND I HAVE COMMITTED BOSSES. AND I THINK WE'RE REALLY GOING TO BE ABLE TO SHIFT NOT ONLY THE OUTCOME FOR OUR EMPLOYEES OF COLOR IN OUR ORGANIZE, BUT CHANGE THE EXPERIENCE, BECAUSE THAT EXPERIENCE OF BELONGING IS UNDERLYING, THE FOUNDATION OF OUR SUCCESS. IF WE ARE UNDER CONSTANT STRESS FEELING LIKE WE DON'T BELONG HERE, THAT'S NOT, THAT'S NOT A RECIPE FOR A BRIGHT FUTURE. SO, WITH THAT, I WOULD LIKE TO INTRODUCE OUR, SOME OF OUR COMMUNITY PARTNERS. I DON'T KNOW IF EVERYONE IS HERE, BUT --

Tony Defalco: WE ARE.

Marissa Madrigal: TAKE IT AWAY.

Tony Defalco: I THANK YOU MELISSA AND FOR THOSE VERY MOVING REMARKS. MUSH APPRECIATED. GOOD MORNING. I AM TONY DEFALCO, AND IT'S A PLEASURE AND HONOR TO BE HERE. ANY TIME I GET TO BE HERE IS A GREAT DAY. THANK YOU. I WORK FOR VERDE. AS NONPROFIT. WE WORK TO BUILD [INAUDIBLE] IN LOW INCOME COMMUNITIES. THE REASON THAT WE'RE HERE TODAY FIRST AND FOREMOST IS THAT THE COMMUNITIES OF COLOR, AS KATIE WILL DETAIL LATER, NEED JOBS. WE NEED HIGH PAYING, GOOD PAYING JOBS THAT CAN STABILIZE FOLKS IN THE COMMUNITY AND RESIST DISPLACEMENT THAT WE SEE HAPPENING IN THE COMMUNITIES, AND TO HAVE STABLE FAMILIES AND SUCCESSFUL CHILDREN, AND TO BUILD WEALTH. WE HAVE A LACK OF WELDS, A LACK OF WEALTH IN OUR COMMUNITIES SO I WANT TO MAKE A FEW POINTS BEFORE I TURN IT OVER TO MY OTHER FINE COLLEAGUES HERE. THIS PROCESS HERE IS REALLY INSPIRING TO ME AS A PERSON WHO IS WORKING IN, AROUND WORKFORCE DEVELOPMENT AND BUILDING WEALTH AND THROUGH ENVIRONMENTAL INVESTMENTS AND COMMUNITIES BECAUSE IT IS BORN OUT OF THE NEEDS OF -- IDENTIFIED BY COMMUNITIES OF COLOR FOR GOOD EMPLOYMENT, AND IT'S ALSO BORN OUT OF DISCUSSIONS THAT WE HAVE HAD WITH EMPLOYEES OF COLOR HERE AT THE COUNTY DIRECTLY AND THE EMPLOYEES OF COLOR GROUP. SO WHAT YOU SEE HERE TODAY IS A REPRESENTATIVE OF THE COALITION OF LABOR, SO OUR FRIENDS AT THE AMERICAN FEDERATION OF MUNICIPAL EMPLOYEES.

Chair Kafoury: YOU GOT IT RIGHT.

Tony Defalco: I DO TRY. THE URBAN LEAGUE OF PORTLAND. UPONO, THE [INAUDIBLE], VERDE AND [INAUDIBLE]. SO THAT REPRESENTS A REALLY EXCITING THING FOR US ON THE COMMUNITY SIDE OF BRINGING TOGETHER MORE CLOSELY ORGANIZED LABOR AND COMMUNITIES OF COLOR WHERE YOU HAVE INCREASING DIVERSITY WITHIN THE RANKS OF ORGANIZED LABOR AND YOU HAVE INCREASING GROWTH AMONG COMMUNITIES OF COLOR IN THE COUNTY AND THE NEED FOR ACCESS TO THE GOOD PAYING REPRESENTED JOBS THAT THE UNIONS HAVE BEEN SUCCESSFUL IN WORKING WITH THE MUNICIPALITIES AND LARGE EMPLOYERS IN OUR REGION. SO WHAT YOU SEE IN FRONT OF YOU TODAY, THE DEVELOPED RECOMMENDATIONS AND WHAT THE STAFF WILL DETAIL HAVE COME OUT OF THE LAST 15 MONTHS OF WORKING TOGETHER TO IDENTIFY THE MOST PRESSING NEEDS IN THE COMMUNITIES, AND HOW THOSE TRANSLATE INTO WAYS IN WHICH THE COUNTY CAN RECRUIT, RETAIN, PROMOTE, EMPLOYEES OF COLOR AT THE COUNTY. AND WORKING WITH STAFF VERY CLOSELY. WE HAVE MET WITH THE STAFF AT LEAST I WANT TO SAY SIX TO EIGHT TIMES OVER THE LAST 15 MONTHS, AND PERHAPS A FEW MORE OVER THE PHONE

AND BY EMAIL AND THE DRAFTING AND REVISING AND TRACK CHANGES AND A LOT OF REALLY GOOD WORK.

Chair Kafoury: WE GET REALLY EXCITED ABOUT TRACK CHANGE.

Tony Defalco: YOU HAVE GOT TO TAKE IT WHERE YOU CAN GET IT, RIGHT. I THINK THAT'S BEEN A REALLY GOOD PROCESS FOR US OF LEARNING MORE ABOUT INTERNAL PLYMOUTH ISSUES AT THE COUNTY BOTH IN TERMS OF HOW THE UNION AND THE COUNTY RELATE BUT ALSO IN TERMS OF HOW THE FOLKS LIKE BEN DUNCAN AND TRAVIS GRAVES AND MARISSA ARE WORKING TO ADVANCE THE ISSUES AROUND EQUITY AND DIVERSITY WITHIN THE WORKFORCE HERE. SO I WILL GIVE YOU TWO QUICK EXAMPLES OF WHY THIS IS REALLY IMPORTANT. ONE IS AN EXAMPLE OF INTERNAL POSTING SO PEOPLE OF COLOR CAN HAVE THE FIRST CRACK AT APPLYING. RIGHT NOW THEY ARE NOT ABLE TO HAVE THAT FIRST CRACK AT APPLYING IF YOU ARE A PERSON WORKING AT THE COUNTY, AND THERE IS GOING TO BE A POSTING THERE, EXTERNALLY POSTED. YOU DON'T HAVE AS MUCH OF AN ADVANTAGE IN BEING ABLE TO APPLY FOR THAT JOB. SO AT MINIMUM ONE EXAMPLE IS THE OFFICE OF SYSTEMS POSITION WOULD BE A VERY GOOD PLACE TO START IMPLEMENTING A WAY IN WHICH INTERNAL CANDIDATES CAN GET ACCESS TO AN INTERNAL POSTING FIRST.

THE OTHER EXAMPLE WHERE WE HAVE A SUCCESS STORY OVER THE LAST 15 MONTHS IS A CHANGE THAT HAS OCCURRED AS PART OF THIS PROCESS, AND THAT IS TO CHANGE THE PERSONNEL RULES TO ALLOW TEMPS ON-CALL AND LIMITED DURATION PERSONNEL TO APPLY AT INTERNAL CANDIDATES, AND FROM WHAT WE HAVE HEARD FROM EMPLOYEES AND FROM THE UNION FOLKS IS THAT THIS IS WORKING AND IT'S A VERY EXCITING EXAMPLE OF A WAY IN WHICH WE CAN INCREASE THE PROMOTION AND RETENTION OF EMPLOYEES OF COLOR, IN PARTICULAR AT THE COLOR, SO WE WANT TO CONGRATULATE THE STAFF AND CONGRATULATE YOU ON THE LEADERSHIP AND MOVING THAT FORWARD. AND THE LAST THING THAT I WILL SAY BEFORE I PASS THE BATON HERE IS TO THANK COMMISSIONER BAILEY, COMMISSIONER KAFOURY, BUT ALL THE COMMISSIONERS AND THE STAFF. BEN DUNCAN IN PARTICULAR HAS BEEN A STALLWORTH PARTNER IN THIS PROCESS. REALLY KIND OF GETTING US THROUGH SOME INITIAL PHASES OF LIKE WHAT ARE WE TRYING TO GET AT HERE AND HOW DO WE SHAPE THIS AND WHAT'S GOING TO WORK AND WHAT ISN'T, AND IT WAS A COLLABORATIVE PROCESS. LIKE I SAID WE LEARNED A LOT, AND I HOPE THAT WE'RE ABLE TO SHARE OUR STRENGTHS WITH YOU IN THIS PROCESS AND HOPEFULLY THERE'S BEEN SOME SHARED LEARNING. AND THEN I WANT TO ACKNOWLEDGE IN PARTICULAR CON LEIGH ANN FROM THE AMERICAN FEDERATION OF THE MUNICIPAL EMPLOYEES, HE'S NO LONGER WITH THEM BUT HE'S THE ONE WHO REALLY DESERVES THE LION'S SHARE OF CREDIT.

Chair Kafoury: YOU ARE GETTING RECOGNIZED SO YOU ARE SUPPOSED TO WAVE. THERE HE IS.

Tony Defalco: THANK YOU FOR THAT. SO WITH THAT I WANT TO PASS IT OVER TO KATIE.

Katie Sawicki: GOOD MORNING. MY NAME IS KATIE [INAUDIBLE] THE FORMER POLICY DIRECTOR AT THE URBAN LEAGUE OF PORTLAND. AND NOW I WORK WITH COMMUNITY-BASED ORGANIZATIONS ON EQUITY STRATEGY AND POLICY DEVELOPMENT INITIATIVES. I'VE BEEN WORKING WITH THE COALITION FOR THE LAST YEAR AND A HALF, AND I AM REALLY EXCITED TO BE HERE TODAY. I WILL GET A BIG PICTURE ON THIS AND TRY AND PUT THIS IN THE CONTEXTS OF SOME OF THE LARGER EQUITY WORK DONE BECAUSE I THINK OUR APPROACH HAS BEEN REALLY UNIQUE, AND HOPEFULLY EFFECTIVE, AND THE MOST IMPORTANT PIECE OF THAT, IS THAT IT HAS BEEN DONE IN COLLABORATION.

IF THERE IS ANYTHING THAT WE HAVE LEARNED AT THE LEAGUE AND MANY OF THE ADVOCACY GROUPS IS THAT IN ORDER TO OPERATIONALIZE THE EQUITY ON A DAILY BASIS IT TAKES TRUE COLLABORATION WITH THE PARTNERS YOU ARE WORKING WITH. EVERYTHING FROM LEADERSHIP AND VALUES TO HOW YOU RUN THE PROGRAMS TO HOW YOU COLLECT DATA INVOLVES BOTH ADVOCACY GROUPS COMING TOGETHER WITH PEOPLE ON THE GROUND DOING THE WORK EVERY DAY. FOR THAT WE REALLY APPRECIATE THE PARTNERSHIP WITH BEN'S OFFICE. WE REALLY FEEL LIKE WE HAVE GOTTEN TO SOMETHING THAT HAS THE OPPORTUNITY TO BE EFFECTIVE. THE OTHER PIECE IS THAT WHAT YOU SEE IN THIS RESOLUTION, AND IN THIS STRATEGY IS REALLY PART OF A LARGER EQUITY, A COMPREHENSIVE STRATEGY THAT WE, AS A GROUP OF -- AS ADVOCACY GROUPS, HAVE BEEN PUSHING OVER THE LAST FIVE, TEN YEARS. WE HAVE THOUGHT REALLY HARD ABOUT ALL THE DIFFERENT COMPONENTS THAT GO INTO WHAT A COMPREHENSIVE EQUITY STRATEGY LOOKS LIKE IN THE REGION AND IN THE STATE, AND YOU SEE THAT REFLECTED HERE, APPLIED IN A WORKFORCE EQUITY CONTEXT. SO THOSE ARE TWO PIECES THAT I REALLY WANT TO POINT OUT.

SO WHY IS THIS IMPORTANT TO THE COMMUNITY, THAT THE URBAN LEAGUE AND MANY OF THE ADVOCACY GROUPS SERVE? ONE OF THE THINGS THAT MAKES OUR, MANY OF OUR GROUPS UNIQUE IS THAT OUR ADVOCACY WORK IS DRAWN DIRECTLY FROM OUR DIRECT SERVICE WORK. THROUGH OUR CASE MANAGERS AND WORKFORCE TRAINING PROGRAMS AND HOUSING PROGRAMS WE HEAR THE CHALLENGES FACING MULTNOMAH COUNTY'S BLACK COMMUNITY AND COMMUNITIES OF COLOR. THAT IS AROUND A LACK OF ACCESS TO EMPLOYMENT OPPORTUNITIES. IT AFFECTS HOUSING STABILITY, POVERTY RATES. EDUCATION OUTCOMES, OVERALL FAMILY AND COMMUNITY ECONOMIC SECURITY. WE HAVE SEEN HOW FAILURE TO

IMPROVE EMPLOYMENT OPPORTUNITIES ON ON ALL FRONTS, EVERYTHING FROM HIRING TO TRAINING, HOW THAT CATALYZES THESE PROBLEMS. THE 2015 STATE OF BLACK OREGON REPORT CONFIRMED WHAT WE SEE EVERY DAY FIRST HAND, IN ADDITION TO THE COMMUNITY OF COLORS, UNSETTLING PROFILES REPORT. THE BLACK UNEMPLOYMENT IN PORTLAND ALONE IS AT ALMOST 21%. THIS HAS EXACERBATED THE WEALTH GAP, WHICH HAS WIDENED FURTHER AND POVERTY RATES.

Katie Sawicki: WE KNOW THAT THE STRONGEST ANTI POVERTY STRATEGY IS LIVABLE WAGE JOB. WHILE WE AT THE URBAN LEAGUE AND OTHER GROUPS CURRENTLY PLACE HUNDREDS OF PEOPLE IN LIVABLE WAGE JOBS EVERY DAY, IN ORDER TO MOVE THE DIAL TOWARDS PROGRESS WE NEED TO BE STRATEGIC ABOUT WORKFORCE EQUITY. THIS IS EVERYTHING FROM ADDRESSING BIAS IN HIRING TO THE WAYS IN WHICH THE DISCRIMINATORY ORGANIZATIONAL CULTURE AFFECTS RETENTION TO OPPORTUNITIES FOR ADVANCEMENT WITHIN AND ACROSS THE DEPARTMENTS. WE KNOW THAT THE UNDERLYING CAUSES FOSTERING THE POOR EMPLOYMENT OUTCOMES ARE COMPLEX, AND WE KNOW THAT OUR STRATEGY NEEDS TO BE EQUALLY SOPHISTICATED. BOTH INCLUDING ACCOUNTABILITY MEASURES BUT ALSO, AND THIS IS ONE OF THE MOST IMPORTANT PIECES, IS AROUND INVESTMENT CAPACITY AND TRAINING, AND THAT'S WHAT WE REALLY WANT TO HIGHLIGHT, ESPECIALLY WITHIN THIS RESOLUTION.

THE COUNTY HAS AN OPPORTUNITY TO BE AN EXAMPLE AND TO BE A LEADER HERE. ULTIMATELY, WE'RE WORKING TOWARDS IMPROVED QUALITY OF LIFE AND OPPORTUNITY FOR EVERYONE IN THE REGION. BUT PARTICULARLY FOR THOSE COMMUNITIES WHO HAVE NOT BENEFITED FROM THE GROWTH AND PROSPERITY. AND WHO HAVE BORN THE BRUNT OF POOR ECONOMIC POLICIES THAT HAVE AFFECTED UNEMPLOYMENT RATES. WE KNOW IT'S GOING TO TAKE A MULTI-TIER APPROACH, BUT WE KNOW THAT THE FIRST STEP TOWARDS PROGRESS IS AROUND HAVING A COMPREHENSIVE STRATEGY, AND THAT'S WHAT WE ARE REALLY PUSHING HERE AROUND COORDINATED, INTENTIONAL, AND EFFECTIVE EFFORTS. WE DON'T WANT THIS WORK TO BE SILOED. WE DON'T WANT TO COME UP WITH STRATEGIES FROM PROJECT TO PROJECT. WE WANT TO BE AS COMPREHENSIVE AS WE CAN BE, AND THIS IS OUR OPPORTUNITY TO DO THAT. THANK YOU FOR YOUR TIME.

Chair Kafoury: THANK YOU.

Tony Defalco: WE ARE GOING TO PASS IT ONTO STACEY NEXT, AND IF YOU COULD COME UP FOR THE NEXT. STACEY CHAMBERLAIN.

Stacey Chamberlain: MEMBERS OF THE BOARD, I AM STACEY CHAIM LAN, AND I AM THE DIRECTOR OF AFSME COUNCIL 75. WE HAVE SHOWN A STRONG DEDICATION TO EQUITY AND INCLUSION. WE HAVE HEARD FROM OUR

MEMBERS OF THE COUNTY OVER THE YEARS OF SOME PROBLEMS OF ONCE FOLKS GET IN THE DOOR THERE IS A LACK OF SUPPORT. THERE IS A PROBLEM WITH RETENTION. WE WORKED REALLY CLOSELY WITH OUR EMPLOYEES OF COLOR. YOUR GROUP HERE. A NUMBER OF THE MEMBERS PARTICIPATE ON THAT. WE'RE REALLY EXCITED TO BE HERE TODAY TO TALK ABOUT THIS ISSUE TO WORK WITH OUR COMMUNITY PARTNERS IN THE COUNTY ON ADDRESSING THE CONCERNS THAT WE HAVE HEARD OVER AND OVER THROUGH THE YEARS.

Stacey Chamberlain: I WANT TO THANK SHERRY YEN, ONE OF OUR MEMBERS WHO WORKED REALLY HARD ON THIS IN PUSHING THIS FORWARD, AND RAYMOND [INAUDIBLE], I PROBABLY MISPRONOUNCED HIS NAME AND I APOLOGIZE, AND ALONG WITH KAHN, AND JAMIE HAS REALLY PUT IN A TON OF TIME AND EFFORT ON MAKING SURE THAT THIS IS MOVING FORWARD AND WE'RE GETTING THE RESULTS WE NEED, SOMEBODY ABOUT OUR MAIN CONCERNS OR ONE OF THE CONCERNS WITH REGARD TO THE INTERNAL HIRING PROCESS. RIGHT NOW THE COUNTY OPENS UP ANY POSITION NOT JUST TO INTERNAL APPLICATION BUT TO EVERYBODY, EXTERNAL AND INTERNAL -- INTERNAL AND EXTERNAL. THE CITY OF PORTLAND AND METRO AND SOME OTHER LARGER EMPLOYERS IN THE AREA DON'T DO THAT. THEY SEE A BENEFIT INTO ALLOWING FOR AN INTERNAL RECRUITMENT PROCESS FOR THE POSITIONS FIRST, THAT IT HELPS WITH FOLKS BEING ABLE TO PROMOTE AND ALSO IS A MORALE ISSUE.

IT'S REALLY CHALLENGING AND DISCOURAGING FOR SOMEONE TO APPLY AS AN INTERNAL CANDIDATE, NOT BE AWARDED THE POSITION AND THEN HAVE TO TRAIN THE EXTERNAL PERSON COMING IN HOW TO DO THE JOB. WE SEE THIS AS A REALLY GOOD OPPORTUNITY FOR THE COUNTY TO HELP TO PROMOTE THE CAREER LADDERS THAT ADVANCE WOMEN AND MINORITIES INTO THE POSITIONS NOT JUST ENTRY LEVEL POSITIONS BUT GROW WITHIN THE COUNTY, SO THAT'S ONE OF THE FOCUSES THAT WE'RE ASKING YOU TO CONSIDER AS PART OF THE RESOLUTION. HERE TODAY. WE STRIVE TO HAVE A DIVERSE MEMBERSHIP, AND WE ACTIVELY TRY TO WELCOME AND ENCOURAGE WOMEN AND MEMBERS OF COLOR TO PARTICIPATE ACTIVELY IN OUR LOCAL, HOWEVER WE ARE LIMITED. WE ARE LIMITED BY THE EMPLOYEES YOU HIRE, AND SO IF THE EMPLOYEES AT MULTNOMAH COUNTY OR THE CITY OF PORTLAND HAVE VERY FEW EMPLOYEES OF COLOR THAT IMPACTS OUR ALB TO HAVE A DIVERSE UNION AS WELL, SO I THINK THAT WE SEE THIS AS A PARTNERSHIP, AND WE ARE HOPING THAT THE BOARD ADOPTS THE RECOMMENDATIONS THAT ARE OUTLINED IN THE RESOLUTION. THANK YOU.

Tony Defalco: THANK YOU. IN CLOSING WE WILL HAVE CASEY.

Casey Ajama: GOOD MORNING, CHAIR KAFOURY AND COMMISSIONERS. I AM CASEY AJAMA, THE DIRECTOR OF THE UNITED OREGON, WHICH IS [INAUDIBLE] ORGANIZATION ORGANIZING THE OREGON ACTION. OUR ORGANIZATION IS

LED BY IMMIGRANT REFUGEES AND FOR THE COMMUNITY AND PEOPLE EXPERIENCING POVERTY. WE WALK ACROSS OREGON TO BUILD THE MOVEMENT FOR JUSTICE. I WANT TO SHARE WITH YOU A BIT ABOUT FOR US - THE UNITED OREGON, WE HAD THE MEMBERSHIP WORKFORCE COALITION BECAUSE WE KNOW THAT THERE IS THE [INAUDIBLE] IN OUR REGION, AND WE ALSO KNOW THAT MULTNOMAH COUNTY IS TRYING TO WORK HARD TO ADDRESS SOME OF THOSE DISPARITIES. WE ALSO BELIEVE THAT A COLLECTIVE EFFORT IS MORE IMPORTANT THAN A SINGLE EFFORT.

Casey Ajama: SO WE'RE GRATEFUL THE BOND THAT WE FORM WITH OUR PARTNER, AND OTHER COMMUNITY-BASED ORGANIZATIONS. I WANT TO HIGHLIGHT IN THE REPORT THAT ONE OF OUR NATIONAL PARTNERS [INAUDIBLE] STATES THAT ALTHOUGH WE ARE 80% OF THE OREGONIANS WORK PART-TIME, WHEN YOU COMPARE THIS TO THE COMMUNITY OF COLOR, AT LEAST MINIMUM 35% OF THEM WORK PART-TIME, AND THEY DON'T WORK FULL-TIME. AND WOMEN IT IS WORTH, 42% OF THE WOMEN IN OREGON WORK, WORK THEIR PART-TIME, AND NOT BECAUSE THEY DON'T WANT TO WORK FULL-TIME, BUT JUST TAKE THE OPPORTUNITY IS NOT THERE FOR THEM, AND GENERALLY MOST OF THOSE, THEY WORK AT LOW [INAUDIBLE]. THERE IS A SIGNIFICANT DATA THAT SUPPORTS THE EFFORT TO ADDRESS THE WORKFORCE EQUITY. THE COALITION OF COMMUNITY OF COLOR FACED DISPARITIES IN OCCUPATION PROFILES, FOR EXAMPLE, AND [INAUDIBLE] MULTNOMAH COUNTY ALMOST ONE IN EVERY TWO WHITE MALE -- ONE, ONE IN EVERY TWO WHITE MALES WILL BECOME A MANAGER WITH US, ONE IN EVERY FOUR PEOPLE OF COLOR GETS [INAUDIBLE]. WE SEE SIMILAR TRENDS IN OUR OWN DATA. THE TRENDS IN MULTNOMAH COUNTY EQUITY FOUND THAT WHILE THERE IS AN EQUITY FOR THE SAME JOB IN MOST CASES, THE WOMAN AND IN LESS THAN THE WHITE MALES.

IT'S REALLY LOW-BASED POSITIONS, WOMEN AND MINORITIES, WILL BENEFIT FROM THE COUNTIES INSURING THAT THE EMPLOYEES HAVE SUCCESSFUL TRAINING AND MENTORING AND COACHING THAT WILL IMPROVE, PROVE TO BE SUCCESSFUL AT ADVANCING THEIR ORGANIZATION AND INTERNALLY AND EXTERNALLY. IF I MIGHT ADD EXAMPLES OF THE POPULATION, MANY OF THEM GRADUATE AND HAVE DEGREES FROM THEIR OWN COUNTRIES THAT THEY ARE FROM, AND THOSE DEGREES ARE [INAUDIBLE] IN THE UNITED STATES, SO THAT GIVES THEM ADDITIONAL PERIODS. WE HAVE ALSO SEEN THAT WHERE SOME OF THE ADDITIONAL BURDEN IS [INAUDIBLE] NEED TO DECREASE THAT AS THE QUALIFICATION TO GET THE JOBS, THEN THOSE WE SEE IN OUR COMMUNITIES. WE ALSO BELIEVE THAT ONE OF THE WAYS THAT THE COUNTY CAN SHIFT THOSE TRENDS IS WITH THE COMMUNITY-BASED ORGANIZATION, AND CULTURALLY SPECIFIC ORGANIZATIONS WITH A DEEP CONNECTION TO THEIR COMMUNITY THEY SERVE. WE BELIEVE THAT THE COUNTIES SHOULD INVEST IN WORKFORCE DEVELOPMENT PROGRAMS THAT INCREASE THE CAPACITY OF CULTURALLY SPECIFIC ORGANIZATIONS TO CONDUCT WORKFORCE OPPORTUNITIES. THOSE ORGANIZATIONS CAN TRAIN AND

PREPARE THE COMMUNITY MEMBERS TO ENTER THE WORKFORCE AND PERHAPS CLIMB THE LADDER TO BECOME THE MANAGERS AND THE LEADERS WITHIN THE COUNTY. FINALLY, THE COALITION ALSO ORGANIZED SOME OF THE POSITIVE WORK THAT THE COUNTY HAS ENDED UP TAKING TO PROMOTE THE EQUITY AND COMPREHENSIVE WORKFORCE EQUITY PLAN WITH CLEAR ROAD MAP AND MISSION GOALS WILL IMPLEMENT THE INITIATIVES, AND ADVANCE THE RACIAL EQUITY. WE BELIEVE THAT THE FRAMEWORK IN FRONT OF YOU IS A GOOD PLACE TO DO THIS, AND WE WANT TO THANK OUR COUNTY PARTNERS, BEN DUNCAN AND HUMAN RESOURCE DIRECTOR TRAVIS GRAVES AS WELL AS OUR COMMUNITY PARTNERS AND STAFF WHO HEST TO COME UP WITH THIS WORK. WITH THAT SAID I WANT TO CONCLUDE THAT WE BELIEVE THAT OUR FATE IS TIED TOGETHER. WE HAVE A COMMON SHARED AGENDA. AS WE ADDRESS SOME OF THOSE CHALLENGES THAT WE PUT IN FRONT OF YOU TODAY, I THINK OUR BENEFIT GOES TO ALL OREGONIANS AND ALL CITIZENS. THANK YOU VERY MUCH. I WOULD LIKE TO -- I THINK YOU --

Chair Kafoury: CONGRATULATIONS ON YOUR POSITION. THAT'S EXCITING.

Tony Defalco: THAT'S IT FROM THE COMMUNITY PARTNERS AT THIS POINT. WE'LL TAKE ANY QUESTIONS OR PASS IT ONTO THE STAFF.

Chair Kafoury: DO WE HAVE QUESTIONS FROM THE COMMUNITY STAFF?

Commissioner Smith: I HAVE A QUESTION, MADAM CHAIR. JUST CURIOUS, HOW MANY EMPLOYEES WERE ENGAGED TO THE EMPLOYEE'S SATISFACTION SURVEY?

Marissa Madrigal: YOU KNOW WHAT, COMMISSIONER, WE ARE GOING TO BE TALKING A BIT ABOUT THE SURVEY.

Commissioner Smith: OK.

Marissa Madrigal: A BIT LATER IN THE PRESENTATION. AND THEN WE'RE RELEASING OUR NEW FULL SURVEY TOMORROW, SO MORE TO COME THERE. LOTS, LOTS MORE TO COME.

Commissioner Smith: GREAT.

Commissioner Bailey: AND I KNOW A FEW OF YOU HAVE TO SO I WANT TO SAY THANK YOU AGAIN. THIS HAS BEEN A REALLY HISTORIC PARTNERSHIP BETWEEN THE ORGANIZATIONS THAT REPRESENT LABOR AND WORKING PEOPLE AND THE FRONT LINE WORKERS AT MULTNOMAH COUNTY, ORGANIZATIONS REPRESENTING COMMUNITIES OF COLOR AND COMMUNITY-BASED ORGANIZATIONS, AND I THINK THAT IT SHOWS WHAT WE CAN ACHIEVE WHEN WE WORK TOGETHER ON THIS, AND ESPECIALLY IN COLLABORATION WITH THE PARTNERSHIP WITH THE STAFF AT THE COUNTY. SO, I SEE THIS AS

A, AS AN ENTRY POINT TO A ROAD, NOT AS THE END OF THE ROAD. I THINK THAT JUST THE FACT THAT WE HAVE GOTTEN STARTED HERE AND HAVE THIS AS A ROAD MAP FOR THE FUTURE, I HOPE MEANS THAT ALL OF YOU IN YOUR ROLES WILL CONTINUE TO BE EXTREMELY ENGAGED WITH THE COUNTY AND WITH OTHER JURISDICTIONS AROUND THE METRO AREA TO ENSURE THAT THIS IS A CONVERSATION THAT CONTINUES. A LOT MORE WORK TO DO.

Tony Defalco: THANK YOU.

Commissioner Smith: MADAM CHAIR I HAVE A QUESTION. MARISSA, HOW DO WE COMPARE TO OTHER LOCAL GOVERNMENTS TO WHAT WE'RE DOING AND DO WE COMPARE?

Marissa Madrigal: YES, WE DO. THAT'S ONE OF THE THINGS WE HAVE GOT LOADED UP IN OUR PRESENTATION FOR YOU.

Commissioner Smith: THANK YOU.

Commissioner Shiprack: MADAM CHAIR, I WANT TO THANK YOU. I BELIEVE THAT OUR WORK HERE IS VERY, VERY MUCH A REPRESENTATION OF OUR MISSION IN THE COMMUNITY AND OUR VALUES OUT FOR THE COMMUNITY, AND PART OF THE VALUE SYSTEM IS OUR DESIRE TO BE CONTINUOUSLY IMPROVING ON THE DELIVERY BOTH OF THE SERVICES AND OF THE VALUES INTO MUGGY SO THANK YOU VERY MUCH, ALL OF YOU, FOR THIS PRESENTATION, AND I WANT TO SAY IN MY EXPERIENCE THAT EMPLOYEES IN MULTNOMAH COUNTY HAVE BAR NONE THE BEST TRAINING OPPORTUNITIES AND I SEE US AS PRIORITIZING THE WORK AND JOB EXPERIENCE FOR OUR EMPLOYEES AGAIN SO THAT THEY CAN PROMOTE THESE VALUES OUT INTO THE COMMUNITY WHERE WE LIVE. THANK YOU FOR HELPING US WITH THAT.

Chair Kafoury: THANK YOU TO THE COMMUNITY MEMBERS THAT HAVE COME TODAY. THE TIME AND ENERGY THAT YOU PUT INTO THESE PROJECTS HAVE GOTTEN US TO WHERE WE ARE TODAY AND I DON'T THINK THAT WE WOULD HAVE HAD THIS DISCUSSION EXCEPT FOR I ALSO APPRECIATE YOU, COMMISSIONER BAILEY, BRINGING THIS UP. WE DO TALK A LOT HERE IN OUR BRIEFINGS ABOUT, ESPECIALLY WITH OUR CONTRACTING PROJECTS, HOW WELL WE'RE DOING WITH THE NUMBER OF MWSB FIRMS THAT WE ARE HIRING, AND I THINK IT'S EQUALLY IMPORTANT TO TALK ABOUT HOW WE ARE DOING INTERNALLY WITH OUR OWN STAFF AND I WANT YOU ALL TO KNOW HOW COMMITTED THAT WE ARE TO THIS, THE FACT THAT YOU HAVE THREE OF OUR TOP FOLKS HERE IN OUR ADMINISTRATION MARISSA AND BEN AND TRAVIS WORKING ON IT SHOWS THAT THIS IS NOT FOR US JUST A LITTLE NICE EXERCISE. THIS IS SOMETHING THAT -- I APPRECIATE WHAT YOU SAID ABOUT NOT PUTTING IT INTO A BOX AND PUTTING IT ON A SHELF BUT REALLY THIS IS SOMETHING THAT WE NEED TO HAVE STRONG GOALS AND STRATEGIES ON HOW TO ACHIEVE THOSE GOALS AND CONSTANT FEEDBACK SO THAT WE

KNOW WHETHER WE'RE MEETING THE GOALS WE SET OUT FOR OURSELVES BECAUSE REALLY WE HAVE TO, AS COMMISSIONER SHIPRACK SAID, THESE ARE THE VALUES, AND WE HAVE TO DO THIS HERE IN MULTNOMAH COUNTY. SO THANK YOU. THANKS AGAIN FOR THAT.

Commissioner Bailey: JUST BECAUSE WE HAVE COMMUNITY MEMBERS AND PARTNERS THAT ARE LEAVING, ISSUE THIS IS A BIT OUT OF ORDER BUT SOMETIMES WE DO A LITTLE PHOTO OP WITH THE BOARD. I WONDERED IF THERE MIGHT BE AN CURRENT FOR PEOPLE TO DO THAT?

Chair Kafoury: I THINK ALL OF OUR PHOTOGRAPHERS HAVE EXITED.

Commissioner Bailey: HAVE THEY?

Marissa Madrigal; SO JUST TO RECAP I HAVE TRAVIS GRAVES, OUR HUMAN RESOURCES DIRECTOR, AND BEN DUNCAN OUR CHIEF DIVERSITY AND EQUITY OFFICER HERE, AS COMMISSIONER BAILEY SAID HE SPONSORED A BUDGET NOTE IN THE FY-2016 BUDGET REQUESTING THAT WE REPORT ON STATUS AND TRENDS, AND THEN OVER THE LAST YEAR BEN AND TRAVIS HAVE BEEN WORKING WITH OUR COMMUNITY PARTNERS TO DEVELOP A PLAN THAT HAS DOWNTOWN DENVER TAILED NICELY WITH A LOT OF OTHER THINGS THAT WE ARE DOING. WE ARE GOING TO JUST HOP INTO THE COALITION'S RECOMMENDATIONS.

Travis Graves: SO WHAT WE THOUGHT THAT WE WOULD DO, LET ME INTRODUCE MYSELF, TRAVIS GRAVES, HUMAN RESOURCE DIRECTOR, MULTNOMAH COUNTY. WE THOUGHT THAT WE WOULD START KIND OF ANSWERING SOME OF COMMISSIONER SMITH'S QUESTIONS THAT WE DID NOT KNOW WERE QUESTIONS YET BUT WE'RE NOT GOING TO DO A DEEP DIVE INTO THE DATA. AS FOLKS MIGHT REMEMBER A YEAR AGO WE CAME FORWARD WITH THE WORKFORCE ANALYSIS REPORT. THEY DID A DEEPER DIVE. YOU ARE GOING TO GET A PREVIEW OF SOME OF THE INFORMATION THAT WE SEE FROM THE MOST RECENT EMPLOYEE'S SURVEY THAT WILL BE PUBLISHED TOMORROW. WE'LL GIVE YOU SOME INTERNAL INFORMATION ABOUT KIND OF WHAT THE DEMOGRAPHICS LOOK LIKE AND OUR OWN WORKFORCE. SO GO AHEAD AND DO THAT. SO ONE OF THE THINGS THAT WE LOOK AT IN TERMS OF THE HUMAN RESOURCE NUMBERS IS WHAT DOES OUR WORKFORCE LOOK LIKE IN TERMS OF -- AS YOU COMPARE IT TO THE LABOR POOL. AND WE ARE SHOWING YOU A SLIDE HERE THAT BREAKS IT DOWN BY DIFFERENT TYPES OF POSITIONS, AND IT'S A SNAPSHOT OF A HIRING OVER A COUPLE OF YEARS. YOU CAN SEE IF YOU LOOK AT THE LABOR POOLS TO THE LEFT AND THE COUNTY DEMOGRAPHICS ARE ON THE RIGHT, THE FIRST SECTION IS OFFICIALS AND ADMINISTRATORS. THAT WOULD BE THE MANAGERS AND THE EXECUTIVE EMPLOYEES, AND YOU CAN SEE THAT EVEN IF YOU LOOK ACROSS ALL OF THEM, THE COUNTIES HIRING OVER THE LAST COUPLE OF YEARS IS, ACTUALLY, HAS EXCEEDED WHAT THE EMPLOYMENT DEPARTMENT SAYS IS

IN THE LABOR POOL. THAT'S A LOT TO DO WITH THE FACT THAT WE DO THINK THIS IS SO IMPORTANT THAT THE COUNTY MAKE SPECIFIC EFFORTS IN ORDER TO ATTRACT AND RETAIN AND RECRUIT EMPLOYEES OF COLOR AT ALL LEVELS WITHIN DIFFERENT KINDS OF CLASSIFICATIONS AT THE COUNTY. WE ALSO WANTED TO SHOW YOU WHAT THAT LOOKS LIKE BY DEPARTMENT.

Travis Graves: WE AS AN ORGANIZATION HAVE DIVERSITY RUNNING THROUGH OUR ENTIRE ORGANIZATION. SOME DEPARTMENTS FAR EXCEED WHAT THE LABOR POOL MIGHT EXPECT. YOU LOOK AT THE HEALTH DEPARTMENT AS AN ORGANIZATION. ONLY 62% OF THE HEALTH DEPARTMENT IS DOMINANT CULTURE WHITE EMPLOYEES. THE REST ARE EMPLOYEES OF COLOR. IT'S SOMETHING THAT HELPS US TO TAKE A SNAPSHOT TO UNDERSTAND WHAT THOSE DEMOGRAPHICS LOOK LIKE ACROSS THE COUNTY. SO ANOTHER WAY TO LOOK AT THAT IS BY THE TYPES OF EMPLOYEES THAT WE HAVE. ONE OF THE THINGS THAT WAS HIGHLIGHTED FOR YOU EARLIER WHEN OUR COMMUNITY PARTNERS SPOKE WAS THE FACT THAT TEMPORARY EMPLOYMENT IS ONE WAY THAT INDIVIDUALS GET A FOOT IN THE DOOR TO COME INTO BE PERMANENT EMPLOYEES.

WE JUST RECENTLY SHIFTED THE RULES AS WAS NOTED TO BE ABLE TO WIDEN THAT GATEWAY BUT WHEN YOU LOOK ACROSS THE ORGANIZATION -- SORRY WHEN YOU LOOK ACROSS RACE AND ETHNICITY, ONE OF THE LARGEST PLACES IS AROUND THE TEMPORARY AND ON-CALL. THE NEXT SECTION IS AROUND THE EXECUTIVE EMPLOYEES WHICH IS THE HIGHEST LEVEL OF MANAGERS AND THE DARKEST BLUE IS MANAGERS AND THE BIGGEST PORTION WHICH SHOULD NOT BE ANY SURPRISE BECAUSE IT'S THE LARGEST PORTION OF THE WORKFORCE AS WELL IS REPRESENTED EMPLOYEES. ONE THING THAT WE ALSO KNOW AND WAS ALSO MENTIONED IS THAT WHILE WE MAY HAVE LOWER RANKS WE RECENTLY -- THE AUDITOR DID THE PAY AUDIT WHERE THEY LOOKED AT THE DISTRIBUTION. WE KNOW THAT WE NEED TO CONTINUE TO DO, TO MOVE UP THE RANKS INTERNALLY.

Ben Duncan: WE'RE GOING TO SHIFT AND REALLY FOCUSING BOTH ON THE EMPLOYEE EXPERIENCE AND MOVING INTO THE STRATEGIES AND HOW WE'RE MOVING FORWARD FROM HERE. MARISSA DESCRIBED AT THE BEGINNING THE PEOPLE BEING THE FOUNDATION OF OUR WORK. I THINK THAT THIS IS ONE OF THE -- THE NEXT TWO SLIDES REALLY PROVIDE A SNAPSHOT. YOU WILL HAVE AN OPPORTUNITY TO DIVE DEEPER INTO THE EXPERIENCE OF EMPLOYEES THROUGH THE EMPLOYEE SURVEY WHEN THAT WAS RELEASED. IF IT'S HOLDING THIS SLIDE AND HOLDING THIS POINT THAT WE KNOW THAT WHEN WE SEE THE DIFFERENTIAL EXPERIENCE OUTCOMES AND IF YOU ARE LOOKING AT THE SLIDE THE ORANGE REPRESENTS GREATER AGREEMENT WITH A NEGATIVE STATEMENT. THESE ARE FOLKS THAT ARE IDENTIFYING THEIR GENDER IS NEGATIVELY IMPACTING HOW THEY EXPERIENCE THE WORKFORCE AND HOW THEY ARE VIEWED IN THE WORKFORCE. I THINK THAT IMPORTANTLY WE ALSO CAN ALIGN THAT EXPERIENCE WITH THINGS LIKE

STRESS. MARISSA TALKED ABOUT CULTURAL ISOLATION AND FEELING ALONE IN THE WORKPLACE. IT IMPACTS PEOPLE'S WILLINGNESS AND FEELINGS THAT THEY CAN ENGAGE FULLY. IT AFFECTS THE PERFORMANCE AND ULTIMATELY AFFECTS THE RETENTION. WHEN WE SEE THIS INFORMATION WE CAN HOLD AND RECOGNIZE WHERE WE HAVE WORK TO DO.

Commissioner Bailey: ON THIS SLIDE IT'S HARD TO TELL WITH THE SCALE HERE. WHAT PERCENT IS THAT FOR BLACK AFRICAN-AMERICANS [INAUDIBLE]

Ben Duncan: SO I CAN'T ANSWER THAT QUESTION. I DON'T KNOW IF WE WANT TO -- 30%. OK. SO 30% REPRESENTS THE ORANGE.

Travis Graves: WE HAVE OUR DATA FOLKS BACK THERE.

Ben Duncan: A SHOUTOUT FROM THE CROWD. THE NEXT SLIDE, PLEASE. SIMILARLY AGAIN YOU KNOW WE CAN DO A DEEPER DIVER INSIDE DATA BUT THESE TWO SLIDES ARE MEANT TO REALLY FOCUS ON THE IDEA THAT WE HAVE WORK TO DO HERE. THIS IS TROUBLING WHEN WE THINK ABOUT BEING AN EMPLOYER OF CHOICE AND WE THINK ABOUT OUR VALUE AROUND HAVING A SENSE OF SAFETY AND BELONGING AND A FEELING THAT YOUR CULTURAL OR RACIAL OR OTHER IDENTITIES IS A STRENGTH IS NOT A WEAKNESS OR A VULNERABILITY THAT WE CAN LOOK AT THIS DATA AND HOLD WHAT THAT MEANS FOR INDIVIDUALS. IN THIS ONE THE ORANGE IS SIGNIFYING A DISAGREEMENT WITH A POSITIVE STATEMENT IF THAT MAKES SENSE. IMPORTANTLY WE SEE NATIVE AMERICAN AND NATIVE ALASKA AND BLACK AFRICAN-AMERICAN AND MULTI-RACIAL HAVING SIGNIFICANT DIFFERENCES IN PERCEPTIONS THAN THEIR WHITE COUNTERPARTS. THE OTHER THINGS THAT I WOULD POINT OUT IN THIS SLIDE IS THAT THERE IS SOME AREAS OF REALLY SPECIFIC OPPORTUNITIES. WHEN FOLKS SAY I DON'T KNOW WHERE TO REPORT THE DISCRIMINATORY OR UNETHICAL BEHAVIOR, IT'S NOT THAT WE DON'T HAVE A POLICY AROUND THAT BUT THAT WE COULD DO BETTER AT COMMUNICATING AND INSURING THAT EMPLOYEES KNOW WHAT THEIR RIGHTS ARE AND KNOWS WHERE THOSE AVENUES ARE.

Marissa Madrigal: COULD I JUMP IN HERE, TOO, FOR SCALE AND UNDERSTANDING THE SCOPE. WE HAVE INCLUDED THE DIFFERENCES THAT ARE STATISTICALLY SIGNIFICANT FROM THE WHITE -- FROM THE AVERAGE OR FROM THE -- ARE WE MEASURING AGAINST THE WHITE POPULATION? COUNTY-WIDE AVERAGE. THANK YOU.

Ben Duncan: WHICH IS THE BLACK LINE IN THE MIDDLE. THE ONLY OTHER THING, IT'S NOT REPRESENTED HERE BUT YOU WILL SEE IT AS YOU DIVE INTO THE EMPLOYEE SURVEY RESULTS IS THAT SOME OF THESE EXPERIENCES ARE CONSISTENT ACROSS OTHER DEMOGRAPHICS THAT WE'RE COLLECTING SO IN THE PAST WE HAVE NOT BEEN ABLE TO LOOK AT THINGS LIKE SEXUAL ORIENTATION AND GENDER IDENTITY AND WE HAVE INFORMATION AROUND

EMPLOYEES WITH DISABILITIES AND EMPLOYEES AT BOTH SIDES OF THE SPECTRUM, OLDER EMPLOYEES AND YOUNGER EMPLOYEES, SO WE SEE THIS EXPERIENCE AS A REALLY IMPORTANT OPPORTUNITY FOR US TO FOCUS IN TARGETED WAYS ADDRESSING THE DATA THAT WE HAVE.

Travis Graves: WE'VE BEEN LOOKING AT THIS OVER TIME. THIS REPRESENTS -- SUBMITTING THESE QUESTIONS WE'VE BEEN ASKING THE LAST THREE EMPLOYEE SURVEYS, AND WE PARTICULARLY PAID ATTENTION TO WHAT'S THAT TREND LOOK LIKE AND HOPING THAT WE'RE ACTUALLY CONTINUING TO GET BETTER AS THE ORGANIZATIONS FOR OUR EMPLOYEES OF COLOR. WE HAVE SEEN OVER TIME THAT THE LAST COUPLE OF TRENDS THAT WERE CONTINUING TO RISE. THEY HAVE LEVELED. AT THIS POINT IT'S NOT GOING DOWN WHICH IS THANKFUL, BUT IT'S SOMETHING THAT WE HAVE GOT TO PAY PARTICULAR ATTENTION TO CREATE THESE INTERVENTIONS THAT WE'RE TALKING ABOUT TODAY TO CHANGE PEOPLE'S EXPERIENCE AT THE COUNTY.

Ben Duncan: THIS IS A HIGH LEVEL VIEW OF THESE -- OF THE FRAMEWORK. YOU HEARD FROM OUR PARTNERS. WE REALLY WORKED TO DEVELOP AND COME TO THE AGREEMENT ON A SET OF GOALS. THESE THREE GOALS REPRESENT THE RECRUITING APPLICANTS AND INSURING THAT WE'RE REMOVING THE EMPLOYMENT BARRIERS AND IMPLICIT BIAS AND SEEKING TO -- STRIVING TO CREATE OPPORTUNITIES FOR GROWTH AND PROMOTION AND RETENTION INCLUDING THAT EXPERIENCE. WE'LL KIND OF WALK YOU INTO MORE DETAIL OVER THE NEXT TWO SLIDES WRATH LOOKS LIKE.

Travis Graves: I AM GOING TO BACK UP AND SAY AS A LEADER OF OUR H.R. ORGANIZATION ONE OF THE THINGS THAT WE HAVE BEEN WORKING ON IS REALLY STRATEGICALLY LOOKING AT THIS WORK OVER THE LONG-TERM. WE'RE JUST COMING TO THE CLOSE OF THE LAST PLANNING PROCESS. WE'RE IN THE MIDDLE OF ACTUALLY JUST ABOUT TO FINALIZE THE NEXT ONE. ONE OF THE THINGS THAT'S BEEN REALLY IMPORTANT TO US AND ONE OF OUR MAJOR OVERARCHING GOALS IS LOOKING AT POLICIES AND PRACTICES AND PROCEDURES IN HUMAN RESOURCES FROM AN EQUITY PERSPECTIVE.

WE HAVE REALLY BENEFITED FROM THE PARTNERSHIP AND THE WORK THAT THE ODE HAS DONE AROUND THE EQUITY AND EMPOWERMENT LENS AND OVER TIME I HAVE SEEN A BIG SHIFT IN OUR H.R. ORGANIZATION EITHER AUTOMATICALLY THINKING ABOUT WHEN WE'RE CHANGING A RULE AND CHANGING A PRACTICE AND HOW IS THIS AFFECTING THE EQUITY AND HAVE WHERE HE DONE A LENS APPLICATION TO SEE WHAT WE COULD DO DIFFERENT? ARE WE LOOKING TO SEE OR REMOVING BARRIERS? A LOT OF THIS WORK IS THE CONTINUATION OF THE REALLY HARD WORK THAT MANY FOLKS ARE DOING NOT ONLY IN THE H.R. BUT THE DEPARTMENT PARTNERS WHO ARE WORKING WITH THE MANAGERS AND DOING THE HIRING AND THE OUTREACH. IT REALLY IS A GROUP EFFORT. ONE OF THE THINGS THAT I PERSONALLY APPRECIATE IS THE PARTNERSHIP WITH A COMMUNITY

ORGANIZATION. WE ARE AT THIS PLACE WHERE WE WANT TO MAKE THIS WORK BETTER AND NEEDED TO GET SOME ADDITIONAL FEEDBACK AND GET ADDITIONAL PIECES OF INFORMATION TO HELP US GO THERE. THIS WORK HAS GIVEN US THAT PLACE TO GO TO WHICH WE HAVE REALLY APPRECIATED. SO WITH THAT I WILL GIVE SOME SPECIFICS AROUND THESE STRATEGIES. WE'RE GOING TO CONTINUE TO EXPAND IN THE WAY THAT WE RECRUIT.

Travis Graves: THERE IS A LOT OF WORK THAT WE'RE DOING IN TERMS OF KIND OF LOOKING AT THE BEST PRACTICES THAT ARE HAPPENING AND DEPARTMENTS ALREADY AROUND OUTREACH. PARTNERING WITH OUR COMMUNITY PARTNERS TO CONTINUE TO EXPAND THAT. WE ACTUALLY HAVE DONE A PROCESS WHERE WE WENT OUT AND ASKED OUR APPLICANTS HOW ARE YOU EXPERIENCING US AS MULTNOMAH COUNTY WHEN YOU APPLY FOR A JOB AND THEN WE'RE IN THE MIDDLE OF ACTUALLY COMPLETELY TURNING UPSIDE DOWN THE RECRUITMENT PROCESS TO MAKE IT NOT JUST FASTER AND BETTER BUT TO REMOVE THE BIAS TO ENSURE THAT WE'RE GETTING QUALITY OUTCOMES AND WE CAN SUPPORT THE VALUES THAT THE COUNTY HAS. WE ARE GOING TO BE LOOKING AT PROVIDING NOTICE TO OUR PARTNERS TO LET THEM KNOW EACH YEAR THE BUDGET.

THIS YEAR WE HAVE A COUPLE OF HUNDRED EXTRA FTE THAT WE'RE GOING TO RECRUIT FOR AND WE WANT TO GIVE FOLKS A HEADS UP TO SAY THESE ARE THE JOBS THE COUNTY IS GOING TO BE HIRING OVER THE NEXT FEW MONTHS. WE TALKED ABOUT BUILDING THE PIPELINES AND THE OUTREACH WITH OUR COMMUNITY PARTNERS. I MENTIONED THE FACT THAT WE'RE GOING TO BE LOOKING AT THE RECRUITMENT PROCESSES FROM SOUP TO NUTS MAKING SURE THAT WE'RE DOING THE BEST THAT WE CAN WITH THIS EYE ON EQUITY. IN TERMS OF REMOVING THE UNNECESSARY BARRIERS IN THE COUNTY EMPLOYMENT WE TALKED ABOUT ONE CHANGING THE WAY THAT WE DO TEMPORARIES AND RECENTLY DID A PROJECT WHERE WE LOOKED AT HOW THE COUNTY INTERPRETS THE MINIMUM QUALIFICATION ASKS MADE SOME MAJOR SHIFTS FOR THE COUNTY. THE GREAT NEWS IS THAT WE'RE GOING TO BE STEPPING INTO ACTUALLY EVALUATE DID THOSE CHANGES MAKE A DIFFERENCE SO WE'LL BE EXCITED TO REPORT BACK WHEN WE ARE DONE WITH THAT.

Ben Duncan: THE NEXT TWO BULLETS, PROVIDE A COUPLE OF OTHER EXAMPLES SO WHEN WE THINK ABOUT THE WORKFORCE TRAINING AND PIPELINE PROGRAMS AND I LOOKED AT THE WORK OF COMMISSIONER SMITH AND THIS BOARD TO SUPPORT SUMMER WORKS OVER THE YEARS I AM REALLY FOCUSING ON WHERE DID THE PARTNERS EXIST AND WHERE WE CAN PROVIDE THE OPPORTUNITIES FOR YOUNG PEOPLE AND COMMUNITIES OF COLOR IN PARTICULAR WHO ARE OFTEN LEFT OUT OF THOSE TYPES OF PIPELINES. THE OTHER EXAMPLE IS [INAUDIBLE] TO COUNTY. IT HAS BEEN A SUCCESSFUL MODEL BUILDING ACADEMIC AND COMMUNITY PARTNERSHIPS AGAIN FOCUSED ON PROGRAMS AND PARTNERSHIPS THAT WORK WITH LOW

INCOME COMMUNITIES OF COLOR, OFTEN STUDENTS WHO ARE THE FIRST ONES IN THE FAMILIES TO GO TO COLLEGE AND THE FUTURE OF THAT WORK PARTNERING WITH COMMUNITY COLLEGES TO LOOK AT TRADES AND COMMUNITY-BASED ORGANIZATIONS WHO ALSO ARE DEVELOPING LEADERSHIP PROGRAMS WORKING WITH COLLEGE STUDENTS THAT WE CAN AGAIN PROVIDE A PIPELINE INTO THE COUNTY. WHEN WE THINK ABOUT THE CAPACITY OF CULTURALLY SPECIFIC ORGANIZATIONS AND WE THINK ABOUT OUR WORKFORCE DEVELOPMENT PIPELINE I WAS LOOKING OVER THE SELLWOOD BRIDGE PROJECT.

Ben Duncan: IT WAS REALLY EXCITING TO SEE. WE GRABBED 261 APPRENTICES. WE'RE THINKING ABOUT THE FUTURE OF THIS WORK AND WE'RE THINKING ABOUT THE ROLE OF THE COUNTY IN TERMS OF OUR CAPITAL INVESTMENT AND THE WAYS THAT WE CAN PROMOTE WORKFORCE DIVERSITY THROUGH OUR BUDGETS. THAT RESULTED IN 261 APPRENTICES OVER 120,000, OR 112 HOURS OF WORK WITH 36% MINORITY AND 20% WOMEN REPRESENTATION. I THINK THAT THAT IS SOMETHING THAT WE SHOULD BE PROUD OF AND WE CAN SEE THAT AS AN EXAMPLE AND AN TON FOR THE FUTURE.

Travis Graves: THE THIRD GOAL IS AROUND THE SKILLS OF THE EMPLOYEES. WE HAVE TALKED A LOT AND I HAVE HEARD THE BOARD TALK ABOUT SUCCESSION PLANNING. WHAT ARE WE DOING TO ENSURE THAT WE HAVE THE BENCH STRENGTH. TO ME THIS IS NOT JUST ABOUT FOLKS THAT ARE RETIRING. IT'S ALSO FOLKS THAT ARE COMING INTO OUR ORGANIZATIONS AND WHAT ARE THEIR OPPORTUNITIES FOR GROWTH. ONE OF THE THINGS THAT WHEN WE RELEASED THE EMPLOYEE SURVEY YOU WILL SEE PEOPLE FEEL LIKE THEY HAVE GREAT TRAINING HERE AT THE COUNTY. THEY ALSO FEEL LIKE THEY DON'T ALWAYS HAVE THAT OPPORTUNITY TO CONTINUE TO GROW. SO WE HAVE GOT TO CONTINUE TO BE INNOVATIVE AND FIGURE OUT HOW WE ARE PROVIDING THOSE BENEFITS TO OUR CURRENT EMPLOYEES IN ORDER TO RETAIN THEM.

ONE OF THE THINGS THAT IS IMPORTANT FOR US TO DO IS TO ASK THE QUESTION RIGHT SO THE EMPLOYEE SURVEY IS A GOOD EXAMPLE THAT THE COUNTY IS, HAS CONTINUED TO SUPPORT USING THAT DATA TO MAKE THE DECISIONS AND PLANNING JUST LIKE WHAT WE'RE DOING RIGHT NOW. THERE ARE OTHER THINGS THAT WE DO AROUND THE LEADERSHIP ACADEMY AND COACHING AND MENTORING THE PROGRAMS AND WHERE WE'RE CAREFUL TO MAKE SURE THAT WHEN WE LOOK AT IT IT'S NOT JUST FILLED WITH THE DOMINANT CULTURE EMPLOYEES THAT THERE IS A DIVERSE GROUP IN EACH OF THE COHORTS. WE'RE GOING TO STEP INTO WORKING ON THE PROCESSES TO EXPAND THE RESOURCES THAT WE PROVIDE NEW EMPLOYEES IN TERMS OF MENTORING AND COACHING BECAUSE WE THINK THAT THAT'S ONE OF THE WAYS THAT WE CAN REALLY HELP THE EARLY RETENTION AND HELP FOLKS BE SUCCESSFUL. FOLKS THAT ARE FROM THE COMMUNITIES OF COLOR. WE

WANT TO RETHINK HOW WE DO THE PERFORMANCE MANAGEMENT IN MULTNOMAH COUNTY. WE'RE IN THE PROCESS OF AUTOMATING THE SYSTEM THAT WE HAVE TODAY BUT WE THINK THAT WE SHOULD BE USING BEST PRACTICES AND CURRENT RESEARCH THAT'S OUT THERE THAT SAYS YOU KNOW REALLY IF YOU PRIORITIZE THE MANAGER AND EMPLOYEE RELATIONSHIP AND IF YOU REALLY WORK TO DEEPEN THAT THE EMPLOYEES WILL PERFORM BETTER AND BE MORE SUCCESSFUL SO WE'LL BE CONTINUING TO STEP INTO THAT WORK AS WELL. ONE OF THE THINGS THAT WE'VE TALKED ABOUT AND THINGS WE'RE DOING OR WILL CONTINUE TO DO. I WOULD SAY FROM AN H.R. PERSPECTIVE THE ADOPTION OF THE EQUITY EMPOWERMENT LENS IS NOT KEY FOR US TO PUSH THIS WORK FORWARD AND THAT'S A GREAT PARTNERSHIP WITH ODE BUT I ALSO WILL SAY THAT IN THE EMPLOYEE SURVEY WE ASKED A QUESTION ABOUT THAT, AND WE'RE GETTING THE ADOPTION ACROSS THE ENTIRE COUNTY.

Travis Graves: BEN'S GROUP DOES A LOT TO SUPPORT OUR EMPLOYER RESOURCE GROUPS, AND WE USE THE RESOURCE GROUPS AS A SOUNDING BOARD, INTERNAL SOUNDING BOARD FOR INFORMATION ABOUT HOW OUR H.R. PROCESSES AFFECT THEM. WE'VE BEEN DOING REGULAR PLANNING. WE'LL CONTINUE AND JUST ABOUT TO FINALIZE THE NEXT ONES. WE DID THIS WORK MATTERS CAMPAIGN WHICH IS A REBRANDING OF THE COUNTY. IT'S REALLY SHIFTED THE WAY THAT PEOPLE VIEW US. WE'RE NOT SPEAKING TO FOLKS IN A BUREAUCRATIC WAY. WE'RE TALKING DIFFERENTLY AND WE'RE ACTUALLY HIGHLIGHTING THE VALUES THAT WE HAVE AS AN ORGANIZATION. ONE OF THE THINGS IN THE PUBLIC SECTOR THAT WE HAVE GOING FOR US IS THAT WE GIVE BACK TO THE COMMUNITY. THAT'S A REAL DRAW FOR MANY MILLENNIALS. WE'RE ALSO VERY GOOD AT TALKING ABOUT THAT, AND THAT'S REALLY SHIFTED FOR US. I MENTIONED THE MINIMUM QUALIFICATIONS AND MENTIONED THAT WE DO THE ENGAGEMENT SURVEY. WE HAD A REAL FOCUS AROUND HIRING AND WE WILL CONTINUE TO HAVE THAT FOCUS.

Ben Duncan: WHERE DO WE HAVE ROOM FOR IMPROVEMENT. I THINK IT'S IMPORTANT AND WE HAVE THE OPPORTUNITY TO ENHANCE BOTH WHAT'S WORKING AND BUT I THINK THAT WE'RE ALSO SEEING THAT WE'LL HAVE A MUCH BETTER GRASP BECAUSE OF THE WAYS THAT WE'RE GOING TO BE PRESENTING DATA TO REALLY DEVELOP AND DIVE INTO THE TARGETED STRATEGIES AND INVEST IN THE SPECIFIC SPACES WHERE WE KNOW THAT THERE IS CHALLENGES. AS WE HEARD, AND I THINK TODAY IS AN EXAMPLE OF WE HAVE THE OPPORTUNITY ON HAND TO ESTABLISH NEW PARTNERSHIPS BOTH EXTERNALLY AND THE EMPLOYEE RESOURCES, THE RESOURCE GROUPS ARE A GREAT EXAMPLE OF INTERNAL PARTNERSHIPS OF WHERE THE FOLKS ARE THE EXPERTS IN THEIR LIVES. THEY ARE THE EXPERTS IN THE EXPERIENCES THAT THEY HAVE EVERY DAY. QUITE HONESTLY A LOT OF WHAT WE HAVE IN THESE STRATEGIES ARE THINGS THAT OUR EMPLOYEE RESOURCE GROUPS HAVING TALKING ABOUT, AND HAVE BEEN CONSIDERING AS BEST PRACTICES AND HAVE IDENTIFYING AS THE NEEDS AND RESOURCES

TO BEST SUPPORT THEM NAVIGATING THIS ORGANIZATION. I WILL SAY IT AGAIN THAT WE HAVE THE OPPORTUNITY TO FOCUS ON OUR NON-DOMINANT CULTURE EMPLOYEES THAT AS AN ORGANIZATION WE'RE NOT IMMUNE TO KIND OF HOW THE ISM'S SHOW UP IN OUR EVERY DAY LIVES. WE HAVE EMPLOYEES AND I HAVE THE UNIQUE SPACE TO BE IN THESE CONVERSATIONS. WHEN I SEE WHAT THAT LOOKS LIKE AND WHEN I GET TO FEEL AND HEAR THE [INAUDIBLE] OF WHO YOU ARE AND HOW THAT AFFECTS THE WAY THAT YOU GO THROUGH YOUR LIVES -- IT MATTERS. IT IMPACTS PEOPLE AND REALLY HUMAN AND IN PERSONAL WAYS.

Marissa Madrigal: OUR NEXT STEP WHEN I THINK ABOUT WHAT KIND OF -- STEPPING BACK FROM THIS DETAIL WHAT DOES THE WORKFORCE EQUITY ACTUALLY MEAN FOR MULTNOMAH COUNTY? TO ME AND I THINK -- AND I WOULD VENTURE TO SAY FOR YOU FOR US, IT IS A DESIRE TO HAVE UNIVERSALLY POSITIVE OUTCOMES FOR OUR EMPLOYEES AND THEIR CAREER AND UNIVERSALLY POSITIVE EXPERIENCE AT MULTNOMAH COUNTY NO MATTER WHERE YOU COME FROM OR WHERE YOU ARE SITUATED IN THE STRUCTURE.

OUR NEXT STEPS ARE REALLY GEARED TOWARDS TARGETING SPECIFIC STRATEGIES TO DIFFERENT POPULATIONS TO DIFFERENT AREAS OF THE COUNTY AND DIFFERENT PARTS OF THE STRUCTURE TO MAKE SURE THAT NO MATTER WHERE YOU ARE YOU SEE A PATH FORWARD FOR YOURSELF AND YOU COME TO WORK FEELING LIKE YOU BELONG AND THAT YOU ARE PART OF THIS WORK THAT MATTERS AND THAT YOU MATTER TO US AS THE LEADERS OF THE ORGANIZATION. WE'RE GOING TO CONTINUE TO ENGAGE WITH THE METROPOLITAN WORKFORCE EQUITY COALITION. WE'RE GOING TO ADOPT AND EXPAND THE GOALS AND INCORPORATE THEM INTO THE H.R. STRATEGIC PLAN. WE ARE DEVELOPING A TREND INCLUSIVE WORKFORCE GUIDELINES AND POLICY. I AM GOING TO SKIP OVER THIS EMPLOYEE SURVEY AND COME BACK TO THAT. IT'S A BIT MORE DETAILED. WE ARE STRENGTHENING AND TRYING TO BUILD FROM THE RELATIONSHIPS WITH CULTURALLY SPECIFIC COMMUNITY PARTNERS. WE EXPECT THIS TO BE THAT CONTINUOUS IMPROVEMENT ONGOING DIALOGUE AND HOW ARE WE DOING. IT'S HARD TO SEE SOMETIMES FROM THE INSIDE WHAT THE EXTERNAL EXPERIENCE IS. WE PLAN TO SUPPORT NEW HIRES THROUGH MENTORSHIPS AND BUDDY SYSTEMS TO IMPROVE ONBOARDING AND RETENTION.

ONBOARDING IS SOMETHING THAT WE HAVE REALLY BEGUN TO RECOGNIZE IS A CRITICAL PIECE OF ESTABLISHING THE RIGHT CULTURE AND THE RIGHT ENVIRONMENT ALONG WITH MAKING SURE THAT PEOPLE HAVE THE TOOLS THAT THEY NEED TO DO THEIR JOBS. SO WE'LL BE FOCUSING ON THAT. WE WILL BE CREATING PATHWAYS FOR CAREER DEVELOPMENT. THAT IS A PIECE OF OUR SUCCESSION PLANNING EFFORTS AND MAKING SURE THAT WE HAVE A STRONG BENCH WITH WHICH TO DO THOSE INTERNAL RECRUITMENTS FROM WE ARE DEVELOPING OUTREACH STRATEGIES TO DIFFERENT

COMMUNITIES AND WE WILL CONTINUE. I WANT TO TALK ABOUT THE EMPLOYEE SURVEY. TOMORROW WHEN IT'S RELEASED YOU ARE GOING TO HAVE THIS INCREDIBLE THING THAT OUR DATA TEAM AND LOTS OF FOLKS HAVE HONED AND PULLED TOGETHER WHERE YOU ARE GOING TO BE ABLE TO SLICE AND DICE INFORMATION BY POPULATION AND BY DIVISION AND BY QUESTION. IT'S REALLY STUNNING. IT WILL BE PRESENTED IN TABLO SO IT'S SOMETHING THAT YOU CAN PLAY WITH AND YOU CAN ZOOM OUT AND IN, AND WHEN WE LOOKED AT THE AREAS WHERE THE COUNTY NEEDS IMPROVEMENT AND WE REALIZE THAT WHILE THOSE MAYBE HAVEN'T GOTTEN WORSE, THEY HAVE NOT GOTTEN BETTER.

Marissa Madrigal: WE HAD A DISCUSSION ABOUT WHAT WE NEEDED TO DO WITH THAT DATA. WHAT ACTION ARE WE GOING TO TAKE BECAUSE IF WE ARE NOT GOING TO DO ANYTHING WITH THAT INFORMATION WHY DO WE ASK? HERE WE HAVE THIS MAP ESSENTIALLY OF WHERE WE NEED TO GO TO MAKE THINGS BETTER. I AM GOING TO BE WORKING CLOSELY WITH TRAVIS AND BEN TO IDENTIFY THE AREAS WHERE THERE IS THE MOST PAIN AND THERE IS PAIN IN THESE ANSWERS. WE'RE GOING TO WORK WITH THE DEPARTMENT DIRECTORS TO INCORPORATE IMPROVEMENTS INTO THEIR GOALS AND INTO OUR GOALS BECAUSE THEY ARE REALLY -- THESE ARE NOT THINGS THAT ONE PERSON CAN FIX ON THEIR OWN. IT HAS TO BE A TEAM EFFORT. SO THAT'S THE WORK THAT I AM EXCITED ABOUT AS A LATINA, AS AN EMPLOYEE, AND A COMMUNITY PERSON. I AM GRATEFUL FOR THE DATA AND TO HAVE A TEAM THAT IS LIKE YEAH, LET'S DO THIS. LET'S MAKE IT HAPPEN. I LOOK FORWARD TO THAT WORK AND THAT PRETTY MUCH WRAPS UP THE PRESENTATION. IF YOU HAVE ANY QUESTIONS, WE ARE HAPPY TO ANSWER, AND COMMISSIONER SMITH WE GOT A NOTE FROM OUR SMART FOLKS HERE. THE PEOPLE TAKING THE SURVEY THIS YEAR, 3,295.

Travis Graves: I WAS LIKE, THAT WAS LIKE 58 OR 59%?

Commissioner Smith: THAT'S GREAT. MADAM CHAIR I HAVE A QUESTION. THANK YOU FOR TRACKING DOWN THE NUMBERS, MARISSA, AND I AM SO GLAD THAT YOU AND TRAVIS AND DIVERSITY DEPARTMENT IS ON TOP OF THIS. A COUPLE OF THINGS IN TERMS OF THE RETENTION AFTER THE PROBATIONARY PERIOD DO YOU ALL DO ANYTHING WITH THAT? ONE OF THE THINGS THAT I HAVE HEARD EVER SINCE THAT I'VE BEEN HERE IS THAT YEAH THEY MAY HIRE YOU [INAUDIBLE] THEY ARE HIRED AT THE TEMPORARY RATE OF 24% OF THE TIME. HE HAVE THIS THE HIGHEST NUMBER. THE OTHER PIECE IS THAT AFTER THE PROBATIONARY PERIOD THEY ARE LET GO. SO HOW DO WE GET TO THOSE KINDS OF THINGS SO THAT IF WE ARE TRULY BEING INCLUSIVE AND WE HAVE EVERYONE HERE THAT THEY DON'T GET ANY FEEDBACK AS TO WHY IT'S NOT A GOOD FIT AND THEY WERE NOT TOLD EARLY ON BUT THEN ON THAT LAST DAY THEY SAID WELL THIS IS NOT A GOOD FIT. HOW DO WE GET TO THE TRAINING NECESSARY AND MOVE THEM AROUND A BIT SO THAT WHATEVER

THEIR SKILL SET IS THAT THEY CAN BE PUT INTO THE DEPARTMENTS THAT WILL MAKE THEM BE SUCCESSFUL WITH THEIR CURRENT SKILL SET.

Ben Duncan: SO MAYBE STARTING WITH JUST DATA AROUND PROBATIONARY DETERMINATIONS. COMMISSIONER SMITH IN MY TIME HERE I THINK THAT THAT'S BEEN A COMMON FEELING AND PERCEPTION PARTICULARLY FOR AFRICAN-AMERICAN EMPLOYEES THAT WE ARE NOT GETTING THROUGH PROBATION AT THE SAME RATES. YOU LOOK AT THE PROBATIONARY DETERMINATIONS ACROSS THE ORGANIZATION AND LARGELY WHAT WE FOUND IS THAT THERE IS NOT SIGNIFICANT DIFFERENCES EVEN THOUGH YOU WOULD SEE THE VARIATIONS. I THINK TO THE OTHER PIECES OF YOUR QUESTION WE HAVE WORK TO DO IN TERMS OF HOW WE COMMUNICATION AND WHERE IMPROVEMENT NEEDS TO HAPPEN AND HOW WE GET EFFECTIVE FEEDBACK. MAYBE THOSE ARE PIECES --

Travis Graves: WHEN I TALKED TO YOU ABOUT GETTING TO THE NEXT STEP IN PERFORMANCE MANAGEMENT RIGHT IT'S NOT JUST DOING THE PROBATION EVALUATION BUT REALLY DOING THINGS EFFECTIVELY TO ENSURE THAT WE ARE TAKING -- THAT WE'RE TALKING ON WHAT OUR VALUES ARE. WE TALK TO INDIVIDUALS WHO MAY NOT BE MAKING IT ON PROBATION EARLY. WE TALK ABOUT HOW WE CAN HELP AS MANAGERS START TO BE SUCCESSFUL AND WHAT OUR EMPLOYEES NEED TO BE SUCCESSFUL. I THINK THAT THAT'S THE VALUE THAT WE HAVE. IT DOES NOT ALWAYS HAPPEN PERFECTLY. WHAT WE DO AS AN ORGANIZATION IS KEEP SETTING THE BAR HIGH AND EXPECTING THAT IT'S OUR JOB AS MANAGERS TO MAKE SURE THAT PEOPLE ARE SUCCESSFUL.

THE COVERAGE AND MENTORING PIECE AND BUDDY SYSTEM THAT WE TALKED ABOUT IS ONE INTERVENTION THAT WE'VE BEEN TALKING ABOUT TO SAY THAT HOW DO WE PAIR PEOPLE UP IN THIS ORGANIZATION? I THINK THAT THIS PARTICULARLY IS IMPORTANT TO COMMUNITIES OF COLOR ESPECIALLY WHEN YOU ARE LOOKING AT AN ORGANIZATION THAT IS NOT AS DIVERSE AND MAKING SURE THAT THERE IS SOMEONE THAT THE PEOPLE CAN TALK TO SAY THAT THIS IS MY EXPERIENCE AND WHAT'S HAPPENING, YOU KNOW. HELP ME UNDERSTAND HOW DO I UNDERSTAND THOSE KIND OF UNWRITTEN CULTURAL THINGS THAT HAPPEN. THEY ARE VERY DIFFERENT IN EVERY DEPARTMENT. BEING ABLE TO CREATE THE STRUCTURES AND SYSTEMS SO THAT WE CAN HELP TO SUPPORT FOLKS IN DIFFERENT WAYS. THAT'S ANOTHER WAY.

Ben Duncan: I HAD ONE PIECE. WE HAVE THE OPPORTUNITY TO LOOK AT THE RELATIONSHIPS BETWEEN PEOPLE'S EXPERIENCE AND THE OUTCOMES THAT WE SEE AND WHILE WE DID NOT SEE A DIFFERENCE I WANT TO POINT OUT THAT WE DID NOT ANALYZE WHY. WE DID NOT ANALYZE, AS TRAVIS WAS SAYING DID YOU GET YOUR THREE, SIX, AND NINE-MONTH EVALUATION AND HOW WAS THAT COMMUNICATED RIGHT SO I WANT TO PUT THAT CAVEAT OUT

THERE THAT WE HAVE THE OPPORTUNITY TO LOOK AT HOW ALL OF THESE THINGS ARE INTERSECTING OVER TIME.

Travis Graves: ANOTHER THING WE HAVE PAPER-BASED SYSTEMS TODAY FOR THESE EVALUATION PROCESSES SO YOU CAN IMAGINE HOW HARD IT IS TO TRACK THE PIECES OF PAPER AND ENSURE EVERYTHING IS IN THE PROCESS -- WE ARE IN THE PROCESS OF AUTOMATING THAT. WE FEEL LIKE THAT THIS WILL UNDERSTAND AND HELP REMIND OUR MANAGERS THAT THESE REVIEWS AND THESE CHECK-INS AT THREE, SIX, AND NINE ARE REALLY IMPORTANT TO HELP PEOPLE BE SUCCESSFUL. IT HAS, IT IS NOT SOMETHING THAT WE WANT TO HAPPEN ON THE 11TH MONTH. THIS IS THE FIRST TIME THAT AN EMPLOYEE HAS HEARD THAT THERE IS A PROBLEM.

Commissioner Smith: IN TERMS OF THE MINIMUM QUALIFICATIONS YOU TALKED ABOUT THAT EARLIER AND HAVE WE REMOVED THEM OR WORKING TOWARDS DOING THAT?

Travis Graves: SO WE DID NOT REMOVE THEM BLANKETLY. WE EMPOWERED OUR MANAGERS TO SAY THAT YOU GUYS KNOW YOUR JOBS ARE THE BEST. YOU KNOW WHAT ACTUALLY IS NEEDED AT ENTRY FOR THIS POSITION. NOT ME AND CENTRAL H.R. WHO CREATES THE CLASSIFICATIONS THAT HAVE THESE KIND OF LOFTY GOALS OF COLLEGE DEGREE AND FIVE YEARS OF EXPERIENCE AND WHERE MY EXPERIENCE IS I AM NOT SURE THAT THE EXPERIENCE IS VALID IN TERMS OF I THINK THAT YOU COULD -- WE ALSO USED TO LOOK AT THINGS LIKE IF YOU HAVE FIVE YEARS OF EXPERIENCE BUT ONLY PART-TIME THAT DOES NOT COUNT. I KIND OF GO REALLY YOU'VE BEEN DOING THIS FOR FIVE YEARS, WHETHER YOU ARE 40 OR 20 HOURS A WEEK AND I THINK THAT YOU'VE BEEN DOING THAT WORK. WE HAVE SHIFTED THOSE EXPECTATIONS. ANECDOTALLY WE HEAR FROM THE MANAGERS THAT THEY ARE TAKING A HARD LOOK AT THOSE AND MAKING SHCHANGES. WE WON'T SHOW UNTIL WE EVALUATE THAT AND ANNA AND HER TEAM PUT TOGETHER A PLAN FOR US TO DO AN ANALYSIS SO WE CAN SAY HAS IT MADE A DIFFERENCE? WE'LL REPORT BACK ONCE WE KNOW.

Commissioner Smith: THANK YOU. ONE OF THE THINGS THAT I WANTED TO SAY TO YOU BECAUSE WE'RE TALKING ABOUT WORKFORCE DEVELOPMENT. BEN MENTIONED IT A BIT IS SUMMER WORKS. I HAVE BEEN SO PROUD IN THE COUNTY AND MY BOARD OF COUNTY COMMISSIONERS IN SUPPORTING THAT BECAUSE WHEN WE FIRST STARTED THIS IN 2011 WE HAD 25 KIDS AND WE'RE GOING TO BE SUPPORTING 500 KIDS THIS YEAR. FOR ME THAT IS A GOAL THAT YOU CAN ONLY DREAM ABOUT BUT IT'S ACTUALLY HAPPENING. ONE OF THE THINGS THAT I SAY IS THAT A GOOD MAJORITY OF OUR EMPLOYEES CURRENTLY THE 6,000, OVER HALF OF THEM WILL BE ELIGIBLE FOR RETIREMENT IN CERTAIN DEPARTMENTS. COULD YOU GIVE ME THE SPECIFIC NUMBER THERE?

Travis Graves: RETIREMENT?

Commissioner Smith: WHERE WILL WE BE IN FIVE YEARS AND WHAT PERCENTAGE BECAUSE OF THE BABY BOOMERS -- THEY ARE RETIRING EVERY DAY AND IT'S 10,000 FOR THE NEXT 15 YEARS BUT IN TERMS OF US. HOW MANY OF OUR EMPLOYEES WILL BE ELIGIBLE FOR RETIREMENT? NOT THAT THEY WILL BUT THAT THEY WILL BE ELIGIBLE IN THE NEXT FIVE TO SEVEN YEARS?

Travis Graves: SO MY MEMORY IS NOT SO GREAT BUT I BELIEVE AND I WILL LOOK TO THE BACK TO SEE IF I HAVE THIS RIGHT. I REMEMBER THAT WE HAD -- ANNA IS GOING SHE'S NOT SURE.

Anna: I THINK AS OF 7:14 IT -- I THINK 7-14 IT WAS 20%

Travis Graves: WE ARE GOING TO HAVE THAT OPPORTUNITY, AND YOU HAVE HEARD US TALK TO YOU ABOUT THE NEW ERP SYSTEM. IT DOESN'T TAKE RESEARCHER MONTHS AND MONTHS TO BE ABLE TO FIGURE OUT WHAT THIS LOOKS LIKE. WE'LL IMPLEMENTED A SYSTEM THAT REAL-TIME -- COMMISSIONER IF YOU WANT TO KNOW THAT YOU WILL BE ABLE TO SEE THAT SO WE ARE EXCITED FOR THAT BUT WE'LL GET YOU THE SPECIFICS OF WHEN WE LOOKED AT IT AND IT DOES VARY BY CLASSIFICATION AND IT VARIES BY THE DEPARTMENTS.

Commissioner Smith: IT WOULD BE GREAT TO SEE THE DEPARTMENTS. I KNOW THAT WE'RE PUTTING A LOT OF FOLKS IN THE HEALTH DEPARTMENT AND THAT'S GREAT. I THINK THAT WITH THE STUDENTS WHO WORK IN SUMMER WORKS, THEY ARE FROM UNDERSERVED COMMUNITIES. WHERE WE'RE GOING TO GET THE MOST GROWTH IN THE NEXT 10 OR 15 YEARS WILL BE GONE. BUT IN TERMS OF LAYING THIS FOUNDATION WITH THE YOUNG PEOPLE IS THAT WE'RE GOING TO HAVE TO GET THIS GROWTH FROM UNDERSERVED COMMUNITIES AND LOW INCOME COMMUNITIES WHO DID NOT TRADITIONALLY OR HISTORICALLY THINK OF PUBLIC SERVICE IN A LOCAL GOVERNMENT AS AN OPTION FOR A CAREER.

THAT'S WHY I THINK THAT THIS IS GOING TO BE SO IMPORTANT THAT WE HAVE THIS PIPELINE FROM SUMMER WORKS COLLEGE TO CAREER IN MULTNOMAH COUNTY THAT WE'RE ON THE SAME TRACK SO THAT WE MAKE SURE THAT WE -- WHEN WE TALK TO THE STUDENTS AND THEY COME INTO OUR OFFICES. I HAVE A COUPLE OF MY STUDENTS HERE AND COULD YOU STAND UP POLICE? THEY ARE JUST STARTING TODAY. AND COMMISSIONER MCKEEL. [APPLAUSE] WE WANT THEM TO BE COMFORTABLE WITH US BECAUSE WHEN THEY GRADUATE FROM COLLEGE WE WANT TO BE ONE OF THEIR TOP PLACES THAT THEY COME AND WORK FOR BECAUSE EVERY SINGLE LOCAL GOVERNMENT IS GOING TO BE RETIRING THEIR BABY BOOMERS IN THE NEXT FIVE TO SEVEN YEARS SO WE WANT TO BE ON TOP OF IT.

Travis Graves: I COULDN'T AGREE WITH YOU MORE.

Commissioner Smith; THANK YOU. THANK YOU.

Commissioner Shiprack: I TOTALLY AGREE WITH COMMISSIONER SMITH. SPEAKING ABOUT OPPORTUNITY, AND ALL OF THE OPPORTUNITY TO DO PUBLIC SERVICE FOR THIS FINE ORGANIZATION. THIS IS VERY SELF PROMOTIONAL FOR US. IT'S SO HEALTHY AND GOOD FOR US IN SO MANY WAYS TO STAY ON TOP OF THIS WORK. I WANT TO SOUND A BIT OF CAUTION AND I FEEL SAFE SOUNDING THIS CAUTION BECAUSE WE HAVE GOT A SMALL SEA OF GREEN. NOT A LARGE SEA OF GREEN. WE HAVE GOT [INAUDIBLE] IN THE ROOM, AND I WANT TO SAY THAT I THINK THAT THE FACT THAT WE HAVE STRONG -- A STRONG LABOR COMMUNITY IN OUR COMMUNITY IS REALLY THE FOUNDATIONAL SUPPORT FOR THIS EFFORT THAT WE'RE MAKING. I THINK THAT IT'S IMPORTANT TO KEEP THE DISTINCTION BETWEEN LABOR AND MANAGEMENT. WE ARE NOT EVERYTHING UP HERE.

WE ARE MANAGEMENT. WE ARE HERE TO PROMOTE THE HIGH EXPECTATION OF MULTNOMAH COUNTY AND THE HIGH EXPECTATIONS OF MANAGEMENT. I THINK THAT IT IS OUR OBLIGATION AND WHAT WE'RE TALKING ABOUT TODAY IS TO SUPPORT GOOD MANAGEMENT. THIS IS REALLY GOOD MANAGEMENT, AND GOOD MANAGEMENT SUPPORTS A STRONG LABOR, AND THE STRENGTH OF OUR LABOR ORGANIZATION TO PROVIDE SUPPORT FOR EMPLOYEES AND TO PROVIDE A STRONG BASIS OF NEGOTIATION FOR WAGES, HOURS, WORKING CONDITIONS. WHAT THE ROLE OF LABOR IS, AND THAT SUPPORTS OUR ABILITY TO PROMOTE THE EXPECTATIONS OF MANAGEMENT. SO WE SAY STRONG WHERE THE RUBBER MEETS THE ROAD. WE PROVIDE OPPORTUNITY AS COMMISSIONER SMITH SPOKE ABOUT. AT THE HIGHEST LEVEL OF PERFORMANCE AND AT THE VERY HIGHEST LEVEL OF EXPECTATION. WE OPEN THOSE DOORS. THAT IS THE FOCUS OF THIS ORGANIZATION'S ATTENTION. I AM REALLY GRATEFUL THAT WE HAVE HAD THIS OPPORTUNITY TODAY TO HEAR ABOUT THE WORK MOVING FORWARD.

Chair Kafoury: THANK YOU. COMMISSIONER BAILEY.

Commissioner Bailey: I ALSO THINK THAT COMMISSIONER SMITH SAID IT VERY WELL. ANOTHER OBVIOUS POINT IS AS WE MOVE FORWARD ON THIS -- YOU COVERED A LOT OF GROUND IN THIS STUDY. YOU ARE GOING TO HAVE A LOT OF TURNOVER ON THIS BOARD. SO IT'S GOING TO BE -- OBVIOUSLY YOU HAVE STRONG LEADERSHIP FROM THE CHAIR AND COMMISSIONER SMITH WILL CONTINUE TO BE HERE BUT IT'S ALSO GOING TO BE INCUMBENT UPON THE STAFF THAT'S HERE AND THE COMMUNITY PARTNERS AND AFSCME AND OUR COALITION TO MAKE SURE THAT WE ARE CONTINUING TO MONITOR THIS AND IMPLEMENTING THIS. YOU HAVE LAID OUT A COMPREHENSIVE AND LONG-TERM APPROACH AND THAT IT'S BROUGHT BACK IN FRONT OF THE BOARD

AGAIN AND AGAIN BECAUSE I THINK THAT WHILE I AM SURE THAT THOSE WHO ARE COMING IN WILL HAVE AN EQUAL IF NOT GREATER DEDICATION TO THIS ISSUE IT MAY NOT BE THE FIRST THING HAVING HAD THE HISTORY. INSURING YOU ARE CONTINUING ON WILL BE IMPORTANT.

Commissioner Bailey: I NOTICED IN YOUR SLIDES YOU MENTIONED LGBT FOLKS, AND IN A COUPLE PLACES YOU DIDN'T. SO I JUST WANTED TO UNDERSTAND TO WHAT EXTEND ARE YOU USING LGBT DIVERSITY AS ONE OF YOUR VECTORS OF DIVERSITY AS YOU MEASURE?

Travis Graves: WE LOOK AT DIVERSITY ACROSS ALL DIMENSIONS SO IF IT WAS MENTIONED IT WAS PROBABLY HIGHLIGHTED -- I AM TRYING TO THINK SPECIFICALLY. WE SAW DIFFERENCES AROUND SOME OF THE TRANSGENDERED EMPLOYEES, INDIVIDUALS WITH DISABILITIES SO WE PROBABLY HIGHLIGHTED THE ONES THAT WE SAW SPECIFIC DIFFERENCES. I WILL SAY FROM AN H.R. PERSPECTIVE AND WITH MY PARTNERSHIP WITH ODE WE LOOK AT DIVERSITY WHETHER THAT'S GENDER IDENTITY AND SEXUAL ORIENTATION AND RACE ETHNICITY AND RELIGION AND ON AND ON.

Commissioner Bailey; GREAT.

Ben Duncan: WE DID NOT INCLUDE THE SLIDES SO AS OF TOMORROW MORNING OR SOMETIME TOMORROW YOU WILL BE ABLE TO DIVE INTO THOSE INDIVIDUAL DATA SETS. WE JUST WANTED TO GIVE A SNAPSHOT. GREG MENTIONED THAT EXPERIENCE WAS SIMILAR ACROSS OTHER IDENTITIES AS WELL.

Chair Kafoury; THANK YOU AND I WANT TO THANK YOU ALL FOR COMING AND THANK YOU MULTNOMAH COUNTY STAFF WHO WORKED SO HARD ON THIS. I CAN'T WAIT TO GET THE DOCUMENT TOMORROW. JUST KIND OF ONE LAST POINT WHICH FALLS ALONG COMMISSIONER -- WHAT COMMISSIONER BAILEY WAS TALKING ABOUT WHICH WAS CONTINUING TO HAVE OUR EYES AND OUR EFFORTS ON THIS. I THINK THAT WHILE IT CAN'T STOP OR START AT THE TOP IT REALLY NEEDS TO BE A VALUE OF THE FOLKS WHO ARE SITTING UP HERE. KNOWING, AS YOU SAID, MARISSA, ONE PERSON CAN'T FIX THIS. IT WILL TAKE US ALL BUT HAVING THE FOCUS AND THE ATTENTION AND THE PRIORITY FROM THE BOARD IS WHAT IT'S REALLY GOING TO HELP ALONG WITH OUR COMMUNITY PARTNERS TO MAKE SURE THAT WE GET THE OUTCOMES THAT WE WANT. THANK YOU.

Travis Graves: THANK YOU.

Chair Kafoury: ALL RIGHT. SEEING NO OTHER BUSINESS WE ARE ADJOURNED. [GAVEL POUNDED]

ADJOURNMENT – 11:35 AM

CHAIR KAFOURY: ALL RIGHT. SEEING NO OTHER BUSINESS WE ARE ADJOURNED. [GAVEL POUNDED]

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