

October 4, 2022

To: Clackamas County Board of County Commissioners

From: Nancy Bush, County Operating Officer

RE: **Performance Clackamas Policies and Decisions Implementation Team Update**

On behalf of the Performance Clackamas Policies and Decisions Implementation Team, we are pleased to submit a few highlights via this memo (in addition to the review form reflecting our work to date).

By 2024, County policies and decisions, service delivery, and Board deliberations will be equitable, inclusive and transparent.

Highlights of key activities:

- Established a baseline, including an inventory of what is already in progress throughout the County for achieving this result:
 - Use of reporting from Coalition of Communities of Color.
 - Stakeholder convening for the research justice study.
 - Inventory of all departments, EDIC, LEDIC, Employee Resource Groups and EDI committees (completed by end of 2022).
- Establish strategies to meaningfully engage communities to ensure equity, inclusion and transparency:
 - Recommendation for standards for community engagement framework.
 - Recommendation of consistency on guidelines and monitoring for Advisory Boards and Commissions (ABCs).
 - Recommendation to diversify volunteers for ABCs to better represent population.
 - County cable channel now in HD so that all customers have a better experience.
- Establish strategies/framework to create a culture of belonging among County staff:
 - Establish questions to assist all staff to review projects, programs, BCC submissions with an equity lens.
 - Education and training for staff members for creating a culture of belonging.

- Establish protocols for BCC paperwork/worksheets (i.e. Staff Reports) that includes information for stakeholders.

Barriers and challenges:

While the team recognizes we have made good progress in several areas, there are still barriers and challenges we face as we move forward:

- Include more voices from residents using means other than surveys, such as focus groups in English as well as other languages, which requires additional staff time, planning and identified funding sources.
- Cost of some items for consideration including new or updated wayfinding signage for a welcoming environment.

Respectfully,
Nancy Bush, County Operating Officer

**BCC Strategic Results
Quarterly Plan – 12/22/21**

Strategic Result(s)

By 2024, County policies and decisions, service delivery and Board deliberations will be equitable, inclusive, and transparent.

Team Members/Department (*Chair)

Nancy Bush*	Everett Wild	Shari Riedman
Martine Coblentz	Cindy Becker	Christina Fadenrecht
Sue Hildick	Evelyn Minor-Lawrence	Chris Lyons
Chanin Bays		

Key Strategies

<p>Define terms that are in the Result (& define how to measure) – completed</p> <ul style="list-style-type: none"> • County policies and decisions • Service delivery • Board deliberations • Equitable • Inclusive • Transparent
<p>Establish a baseline, including an inventory of what is already being done throughout the County, for achieving this result. – Evelyn Minor-Lawrence, Sue Hildick and Martine Coblentz assigned.</p> <ul style="list-style-type: none"> • Use reporting work from Coalition of Communities of Color – Spring 2023 (EIO) • Inventory all departments, EDIC and LEDIC and EOI department committees. (EIO) By end of 2022 • Engage employees with EDI lens when updating policies and decisions • Biannual community survey conducted by PGA - Winter 2022
<p>Establish strategies to meaningfully engage communities – to ensure equity, inclusion, transparency.</p> <p>Formalize commitments on community engagement and understanding of County government:</p> <ul style="list-style-type: none"> • Recommendation for standards for community engagement framework (PGA – completed). • PGA and HR discussion rolling out training for how staff engage communities via on-boarding and implementing in phases for current employees (PGA and EIO). • Establish protocols for BCC paperwork/worksheets (i.e., Staff Reports) that includes information for stakeholders (communities, governments, ABCs) engagement for BCC understanding (current project). • Recommendation of consistency on guidelines and monitoring for ABCs (PGA) (completed). • Recommendation to diversify volunteers for ABCs to better represent the population (in-progress). • How to support volunteers so they may actively participate.

- The County channel is going to HD in spring (completed).
- Open caption for BCC meetings. (County Administration and PGA)

Provide a welcoming environment for all intersections of identity (i.e. race, disability, age, etc.).

- Plain language on documentation and website. (PGA and County Administration)
- Signage for all County buildings that are visible and help visitors/clients navigate where things are located. Translated signs a must. (County Administration and Facilities Management)
- Welcoming environment through culturally-specific community events. (EIO)
- More robust web search function. (County Administration and PGA)
- Audit of public communications by a contractor using an equity lens. (PGA)
- Offer trainings regarding plain language. (PGA and HR)
- Consider the physical aspects of the environment including furniture, wall color, artwork/photos, etc. (County Administration, EIO, PGA and Facilities Management). For in-person services to residents and clients, the County facilities should be a welcoming environment (e.g., intentional plan for art in buildings).

Establish strategies/framework to create a culture of belonging among County staff

- Education and training for staff members for creating a culture of belonging. (EIO and HR - in progress.)
- Training for skill building for transparency, equity and inclusion. (Manager and supervisor introduction training completed.)
- Engage employees with EDI lens when updating policies and processes. (Define further in the future.)
- Bias review of County Code and department operational policies. (County Administration and County Counsel – completed.)

Implement Title II (Americans with Disabilities Act) & Title VI (Civil Rights Act) for compliance and best practice

- Engage with departments to ensure they have a plan for how to be accessible (compliance) and done while protecting civil rights. Beyond simply compliance. This includes identifying coordinators for each department. (EIO and County Administration)
- Training related to Title II and Title VI. (EIO)

Related Metrics

By 2022, the County will approve an Equity, Diversity, and Inclusion Strategic Plan that aligns with the Clackamas County Strategic Plan.
By 2024, the demographics of County staff will reflect the demographics of the communities we serve.
By 2022, 100% of appointed department directors will establish performance measures and set targets for providing equitable access to services for diverse populations.
By 2022, 80% of County employees will participate in an EDI training.
By 2021, the County will partner with the Coalition of Communities of Color to produce a comprehensive report on the lived realities of people of color in Clackamas County as a starting point to better understand our audiences in partnership with the Equity and Inclusion Office.

Activities Completed to Date

Bias review completed

Bi-annual community survey planning; A written justification is needed for this project, if approved. Final assessment will be done at that time. Scheduled in Winter 2022.
County-wide new Community Engagement Plan has been reviewed by County Administrator and presented to EMT.
PGA working on community engagement standards and training for departments.
County Employee Engagement Survey completed and rolled out to departments.

Activities Planned for FY 21

Q1: July-September 2021	Q2: October-December 2021	Q3: January-March 2022	Q4: April-June 2022	Q1: July – September 2022
8/26 First internal kickoff meeting held	Begin on-going meetings of group	Update to the BCC – January 12 (Completed)	Present suggested staff reports and other BCC document formats to County Administrator	Update to BCC on activities
	Refocus group to include more action items and update quarterly report	ABC consistency determined and implemented including, meeting minutes/recordings, check-ins (Completed)	Community Survey in Spring 2022	Community Survey preparation completed including focus groups for possible content of survey.
	Monthly meetings	Identify team to discuss welcoming needs		Equity questions/process drafted for equity lens related to documents and projects that may go before the BCC and general day-to-day projects.
		Consideration of software for consistency among ABCs (Completed)	Community engagement training for new employees, project leads and ABC volunteers.	Staff report, policy session, and issues document review started in order to make the material more user friendly for the public as well as the BCC. Some items have been implemented to streamline the process.
		All managers and supervisors trained in the initial EDI training (Completed)	List of contacts for each department for Title II and Title VI compliance	
		Launch of EDI training for all	Launch of engagement with EDI committees to	

		employees (non-supervisor/manager)	gather information and establish baselines.	
			PGA and HR discussion rolling out training for how staff engage communities via on-boarding and implementing in phases for current employees.	
		Initial discussion with department heads or their appointed staff to assess Title II and Title VI compliance plans (Started)		
		Launch of Clackamas County access channel to HD (Completed ahead of schedule)		

Overall Status/Progress

What's Working Well	Barriers/Challenges
LEDIC/EDIC/Q&A	Include more frontline worker voices.
Hamlet/CPO support	Cost related to some of the items, such as software, and needed signs in all facilities.
PGA has redefined its customer as the public with departments as partners. Deep work is going on in the department around branding, equity and inclusion training and community engagement standards and training moving forward.	Work will not stop in 2024. How do we assess timeline? How much information is enough?
	Include more voices from residents in surveys and through other means – surveys are easy; involvement is more difficult.

Changes recommended due to COVID or other factors

Recommended Change	Reason
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Continue Zoom technology for BCC meetings, listening sessions, town halls and public outreach—it increases access.	Reach more residents and providing focus groups in languages other than English can provide a broader voice.

Other Notes

Other strategy idea: Deeper community involvement to aid in understanding and informing County service delivery.

- Pull of being fiscally responsible v. work that will need to be done that will require resources.
- External stakeholders: policymakers who rely on the County for their resources to a degree and the County relies on other resources – community engagement is being defined by others.
- Website updates related to Performance Clackamas including department plans, implementation teams, etc.
- Addition of open caption for all BCC meetings.

Next Steps: Set new reoccurring meetings with additional members

Parking Lot:

- Optional language accessible focus groups and town halls with members of the community to learn what they think on topics providing a chance for input regarding transparency, accessibility of information and how County decisions are made. (PGA)