

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Policy Session Worksheet

**Presentation Date:** 02/11/20 **Approx. Start Time:** 3:00 p.m. **Approx. Length:** 30 mins.  
**Presentation Title:** Equity, Diversity, and Inclusion Leadership Structure in Clackamas County  
**Department:** County Administration, Human Resources and Public and Government Affairs  
**Presenters:** Gary Schmidt, Evelyn Minor-Lawrence, Sue Hildick  
**Other Invitees:** Members from Clackamas County's Leaders for Equity, Diversity, and Inclusion Council (LEDIC) and Equity, Diversity, and Inclusion Council (EDIC).

### **WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?**

This is an informational session to share Clackamas County's new leadership structure to support and advance equity, diversity, and inclusion efforts in Clackamas County.

### **EXECUTIVE SUMMARY:**

#### Overview

Clackamas County is taking steps to advance equity, diversity, and inclusion (EDI) policies that improve the culture for over 2,000 employees and the public we serve. New EDI policies will establish the workplace and community as welcoming and positive to historically marginalized communities, and create a better sense of belonging for the recipients of county services and county employees.

To best serve the public and employees of Clackamas County, the following leadership structure will be implemented to support and advance EDI at Clackamas County:

- The **creation of an Office of Equity and Inclusion within County Administration**, tasked with helping to deliver equitable outcomes through the county's programs, budgets, decision-making, and service delivery. The office will be overseen by a County Equity and Inclusion Officer, and report directly to the County Administrator. A second position will focus on workplace culture, and a third position will provide administrative support.
- A **commitment to training and hiring practices centered on EDI** that improve the workplace environment, strengthen current employee understanding of the needs and barriers related to EDI, and onboard new employees into a new culture focused on public service with an EDI lens.
- A **commitment to county business practices that showcase EDI** as foundational to county service delivery and culture.

#### Background

In fall 2019, Public and Government Affairs and Human Resources were tasked by County Administration with studying and proposing a new structure that would advance EDI efforts in Clackamas County. As well, the Equity, Diversity and Inclusion Council (EDIC), an employee committee, was asked to provide structure and EDI strategic priority recommendations.

The new Office of Equity and Inclusion will establish centralized leadership for EDI and will help infuse EDI principles and culture countywide, as well as address barriers and educational gaps in workplace and service inequity.

*What are the proposals impacting employees and workplace culture?*

With the support and direction of the County Equity and Inclusion Officer, Human Resources will refresh the hiring process to better reflect the counties renewed commitment to EDI. For example, the default position on vacant positions in the county will be to conduct open, external-facing recruitments, unless a specific business reason exists to proceed differently and it is approved by the HR Director. Additionally, the county will commit resources to mandatory trainings for leaders and employees of the county, with key leadership members throughout the county becoming a learning cohort that practices EDI leadership. Due the size of the county, this training will take time and will likely occur in phases.

*What are the proposals impacting how we do business in the county?*

The Office of Equity and Inclusion will lead the development of an EDI strategic plan that will outline how the county will improve its service delivery using an EDI lens and become a regional leader in this field. County leadership will also work to improve engagement in community partnerships in order to both improve communication and delivery of services as well as listening to and understanding the needs of community members, including historically marginalized communities. Other strategic priorities include thoughtful and inclusive communication strategies for public outreach, enhancing translations and bi-lingual services and prioritizing minority and women owned businesses in the procurement process.

*Is this effort worth the work?*

Absolutely, and the survey results from county employees clearly indicates this work is not only needed, but wanted. Two key questions can guide the success of this effort:

- 1) Are we making this a more positive and welcoming experience to those who have been shut out?
- 2) Do people have a sense of belonging in our county?

**FINANCIAL IMPLICATIONS (current year and ongoing):**

Two Full Time Employees (FTE) will be hired and a third FTE will come from existing County Administration staff. The two new FTEs will come from vacant FTE positions in County Administration. The creation of the Office of Equity and Inclusion will be budget neutral and is covered by the existing County Administration department budget.

**STRATEGIC PLAN ALIGNMENT:**

This item aligns with the BCC commitment to use an equity, diversity and inclusion lens in its daily work and it aligns to two of the county's five Performance Clackamas goals:

- Build public trust through good government;
- Ensure safe, healthy, and secure communities

**LEGAL/POLICY REQUIREMENTS:**

Andrew Narus of County Counsel is the current point of contact on Equal Employment Opportunity (EEO) issues.

**PUBLIC/GOVERNMENTAL PARTICIPATION:**

Numerous internal and external stakeholders were interviewed and consulted for EDI structure and leadership recommendations. Outreach included: a survey of county employees in December 2019, from which 680 employees participated, and solicited feedback; interviews with groups representing EDI missions, including: Clackamas County's Equity, Diversity, and Inclusion Council (EDIC); Clackamas County's Leaders for Equity, Diversity, and Inclusion Council (LEDIC); Queers and Allies (Q&A); and the Inclusion, Diversity, and Equity Action

(IDEA) Workgroup in Health, Housing and Human Services. In addition, one-on-one meetings were held with numerous employees and external constituencies.

**OPTIONS:**

N/A

**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

- Equity, Diversity and Inclusion Efforts in Clackamas County, Oregon: Options for Structure and Leadership
- Report from EDIC
- Report from LEDIC
- 2015 Clackamas County Resolution Valuing Diversity

**SUBMITTED BY:**

Division Director/Head Approval \_\_\_\_\_

Department Director/Head Approval s/Sue Hildick

County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact Sue Hildick @ 503-742-5900
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**Equity, Diversity and Inclusion Efforts  
In Clackamas County, Oregon:  
Options for Structure and Leadership**

**Co-created by:**

**Sue Hildick,**

**Director of Public and Government Affairs,**

**& Evelyn Minor-Lawrence,**

**Director of Human Resources**

**Clackamas County**

**December 31, 2019**

**Background:** Since 2001, Clackamas County has welcomed and embraced the workplace concepts called *diversity* and *inclusion*, evidenced by the hiring of a Diversity and Inclusion Manager, as well as the subsequent establishment of a Diversity and Inclusion Program Director in 2013. The Board of County Commissioners passed a resolution in 2015 valuing diversity and the incumbent director became an Assistant County Administrator for Equity, Diversity and Inclusion (E/D/I). The stated goal at that time was that by 2019, 100% of a department's line of business will establish performance measures and set targets for the provision of equitable access to services for diverse populations. In addition, the E/D/I program was dedicated to helping the County Administrator meet performance goals of providing equitable access to services, and building workforce character, reputation and relationship services to county employees and the public at large so they can enjoy a welcoming and inclusive place to live, work and do business.

Over the years, the County has formed advisory groups on these topics, as well as hosted lunch and learns, and a community festival, provided training, and participated annually in the Northwest Public Employees Diversity Conference. Today, the County has an internal Equity, Diversity, and Inclusion Council (EDIC); an external Leaders for Equity, Diversity, and Inclusion Council (LEDIC), an effort in the Health, Housing, and Human Services called the H3S IDEA Workgroup, and at least two Employee Networking Groups: Queers and Allies and the Language Equity Team.

In the fall of 2019, the County Administrator repurposed two Assistant County Administrator positions. One of the two positions was repurposed to focus full-time on E/D/I work for the County. The County Administrator sought our advice on how to structure E/D/I leadership for the future. We have been working for the past few months to reach out to the groups mentioned above for their input; to survey all county employees around their perceptions of the County's E/D/I efforts, and to study other organizational models. **This report details our recommendations for structuring E/D/I efforts in Clackamas County for the future.**

**Employee Survey:** Clackamas County currently employs 2,025 employees across 22 departments. Of those employees, 266 self-identify as employees of color, representing over 10% of the County's entire employee base. The County conducted focus groups with its employees in 2011-2012, and surveyed all employees in 2013 around diversity and inclusion efforts. As a part of the current review, county employees were again surveyed in December 2019 using a similar survey instrument provided by Portland State University. A total of 680 responses were received (a significant increase from 2013 when 355 employees responded) and measured across four key areas: cultural competence; recruiting and hiring diverse employees; retention and development of diverse employees; and a welcoming and respectful workplace culture.

We will have a final report from the E/D/I survey on January 20. In the interim, a broad summary finds that employees feel their own personal efforts in terms of service quality, commitment, productiveness, and satisfaction are significantly higher than their fellow coworkers and managers although managers do score higher on every category than their fellow employees. The key takeaways of concern are these:

- Workgroups are not reflective of all segments of society nor reflective of the diversity of clients served;*
- The public image of Clackamas County is often a barrier to recruiting diverse employees;*
- The county lacks a clear vision for retaining and developing diverse employees;*
- The county's recruitment process is a barrier to promoting workplace diversity;*
- All employees may not be treated fairly in terms of professional development opportunities;*

*--Coworkers may be oblivious to cultural differences in the workplace;  
--Managers may not make an effort to recruit diverse applicants.*

**Structure Recommendation:** E/D/I work is a moral and strategic imperative for Clackamas County. In order to serve the changing faces of the people who live and work in the County, our government must evolve to better understand the lived experiences of all people; to reduce barriers to access services and county employment; and to facilitate a welcoming and inclusive environment. To succeed, we must do so quickly. The County is far behind its two neighboring counties (Multnomah and Washington) and its business partner METRO in both its internal and external efforts to acknowledge and change its ways of doing business. In order to best support our residents, the first priority should be to focus internally and ensure employees are committed, trained, and ready to be responsive to all people in the community. A parallel priority is to focus much more deeply on understanding those we serve. As we sit at strategic tables considering the use of public funds in the future (i.e. T2020; Sunrise Corridor), Clackamas County will need to demonstrate its commitments to E/D/I both internally and externally, requiring an immediate investment of resources.

Our recommendation is for the creation of an Office of Equity and Inclusion within County Administration. The Office would be distinct from other departments in that it is a part of County Administration and reports directly to the County Administrator. Optimally, this office would be comprised of three individuals: County Equity and Inclusion Officer; Manager of Workforce Equity, and Manager of Community Partnerships. Given the county's current budget situation, we would suggest the immediate hiring of a leader of this office and then letting them hire the second person with the skillsets that best blend together. Over time and as budgets allow, we believe that the internal and external work will require the hiring a third full-time equivalent. Furthermore, in order to extend the reach of this office, we encourage you to formalize its connection to Human Resources and Public and Government Affairs through representatives of those two departments holding seats on the appropriate advisory groups, or through a small interim leadership committee that reports to you on E/D/I while the leader is being hired and engaged in the implementation process for the new structure.

In establishing this office, the first specific charge would be to help Clackamas County build its capacity and ability to deliver equitable outcomes through the County's programs, budgets, decision-making, and service delivery. Central to this charge is a strategic plan to advance workplace equity at the County and to build external relationships with those partners who can help us better understand the experiences of our residents (i.e. entities like the Multi-City Equity Summit; the Coalition of Communities of Color, Unite Oregon). You will be asking the new E/D/I leader for 1) integration of efforts across the county; 2) collaboration with employees and partners; and 3) consultation with colleagues at Clackamas County to create shared E/D/I responsibility.

**Other Considerations/Recommendations:**

**Physical Placement of Equity Office:** The EDIC made an important observation in their recent retreat to encourage more employees to engage in E/D/I work. They suggested not locating the leader of E/D/I on the fourth floor of the PSB. It is intimidating for an employee to walk into County Administration where the BCC is located to share workplace concerns. This work needs a perceived "safe" and confidential space that is physically separate.

**Role of BCC:** It will be critical that the BCC leads and supports this work by participating in training and articulating their commitment, perhaps through a refreshed policy resolution. Extending this commitment to other elected officials and their employees should also be encouraged.

**Training:** Part of the announcement to employees is the need to underscore a commitment of resources – not only to the new structure but to providing mandatory training for the leaders and employees. It's critical that the BCC and EMT have robust training – more than one session – to become a learning cohort that practices E/D/I leadership. This should be required and immediate. We would like to suggest that all managers be trained around creating inclusive environments within one year's time and that optional trainings be made available to all employees. It may be worth considering whether every department should commit to redirecting its current training dollars to E/D/I work in the near-term. It's also worth noting that the County already has a key training resource in E/D/I in Lauren MacNeill of Resolution Services who is trained as a facilitator of the Intercultural Development Inventory – a tool used by the State of Oregon in building intercultural competency. This may be worth exploring as a teaching tool since it is affordable and considered a premier, cross-cultural assessment tool.

**Community Partnerships:** While the hiring process is taking place, we suggest that you do not wait to take important action steps that present right away – i.e. hosting the Partners in Diversity breakfast on April 30, and the initiation of the Coalition of Communities of Color report on Clackamas County. These are outward signs of change and the CCC report has been game-changing in the other counties who have undertaken the research. We do not need to wait for a new E/D/I leader to do the work – we need to do it together on a daily basis. Sue is laying the groundwork through the LEDIC and Commissioner Fischer for a request to the BCC to pursue the CCC partnership.

**Hiring, Procurement and Paid Staff Time Practices:** There are some immediate opportunities that can help change the culture tone and outcomes for the county in the near term. One is to require external recruitments for certain leadership and management positions and to require that interview processes be diverse including mixed gender and race review panels. Another opportunity is to provide preferences for women and minority owned firms in the county's procurement processes. Asking the relevant directors to come to agreements on these types of steps could also signal a commitment to dramatic change.

Furthermore, the EDIC has asked for designated paid leave time for employee involvement in the EDIC and potentially also the Q and A group. It makes sense to support employee involvement in these groups, just as you supported paid staff time for employees to participate in the E/D/I survey – this work is so foundational to our ability to serve our residents well, that making a strong statement in support of spending the time it takes to do it well, would be appreciated.

**Find Support:** The Local and Regional Government Alliance on Race & Equity (GARE) has a membership network composed of over 80 jurisdictions working on racial equity. The Network offers a professional peer-to-peer network that enables government racial equity directors/leaders and subject area experts to exchange information, collaborate to advance their practice and develop solutions to racial equity challenges. Clackamas County dues would be \$3000 (based on employee count) to join as a Core Member. The only Oregon group affiliated currently is the Lane County Equity and Inclusion Department which resulted in the Lane County Board of Health approving a Health Equity framework that directs staff to create a plan/build on their existing strategic plan by 1) engaging affected communities; 2) addressing

forms of systemic oppression; 3) building organizational capacity; and 4) developing tools/practices to center equity in decision-making. GARE comes highly recommended.

**Communications:** The process by which these changes are announced is critical. We suggest using the employee survey data as part of the communication around the new structure, as well as a strong statement of intention to change the internal culture at the County to one of inclusion. Rolling out the county-wide “welcoming” sign as part of this announcement will be a tangible representation of a change in tone and action. We do believe that involving the BCC in this work will be critical to underscore the importance of the changing demographics in the county and the need for the county to alter the way it does business at the same time. We would also advise that you point to recent partnerships like the one between the Housing Authority and Unite Oregon to showcase the good work that is currently underway – we need more of that and a broader strategy to reach more people.

While you will be announcing a new structure, it’s important that you state that every director, every manager, and every employee needs to center and embrace this work. We need to ensure that Clackamas County’s approach is truly integrated across our county because its central to the success of all of our residents and it is in line with our mission and our SPIRIT values. We are behind and we are pledging to catch up by looking at ourselves and our people.

**Our Key Questions:** Are we making this a more positive and welcoming experience for people who have historically been shut out? Do people have a sense of belonging in our county?

There is no question we can do it.

*“Clackamas County can begin a journey of addressing inequities within the county head on. The unique land composition, positionality in history and appetite for change is a great recipe for the county to become a leader in the nation in producing equitable outcomes.”*

– **Deconstructing Invisible Walls: Recommendations for Advancing Racial Equity in Housing Policy in Clackamas County, August, 2019**



Date: 1/16/2020

To: Gary Schmidt, Clackamas County Administrator

From: Clackamas County Equity, Diversity, and Inclusion Council (EDIC)

Thank you for meeting with the Equity, Diversity, and Inclusion Council back in October and December of 2019. We appreciate having the opportunity to provide our recommendations on how EDI work should be carried forward in Clackamas County. The below recommendations are the result of several conversations and listening sessions with employees whose respective functions intersect with EDI issues, as well as from conversations among the EDIC during the retreat. Below outlines our three recommendations:

- Develop a **County-wide strategic plan** for equity, diversity, and inclusion at Clackamas County.
- Create a separate and independent **Office of Equity, Diversity, and Inclusion**.
- The County must **standardize requirements for interpretation and translation services** across departments and **provide in-depth training** to staff on when and how to access it for services directly delivered by County staff *and* County-contracted services.

### **County-Wide Strategic Plan**

Clackamas County needs a blueprint for action and change that will guide pro-equity policy direction, decision-making, planning, operations and services, and our workplace practices in order to advance equity for both County staff and those who live, work, and play here. Our research on successful EDI work from neighboring jurisdictions shows that several had central guiding documents or strategic plans. These plans express an overarching vision for EDI and included sections to operationalize EDI systems change, including definitions, outcomes, action steps, staffing, metrics, and deliverables.

Clackamas County lacks a comprehensive articulation of a strategy for EDI. While the Resolution Valuing Diversity, Equity and Inclusion in Clackamas County (Resolution No. 2015-96) and past surveys provide some foundation for future action, we now need a clear, defined roadmap to evolve and drastically improve EDI in terms of workplace climate and culture, practices, and transparency.

The strategic plan would:

- Define what Equity, Diversity, and Inclusion means at Clackamas County.
- Provide a vision and guidance for County work across departments.
- Outline clear outcomes, metrics, timeframes, and deliverables tied to Performance Clackamas and Managing for Results.
- Outline roles for accountability and provide transparency.
- Provide clear steps to operationalize the strategic plan.

The process for developing the strategic plan should include robust community and employee involvement, including the EDIC, LEDIC, County departments and Staff, and community groups. Staff from every line of County business, departments, and division should be included, as well as representation from front-line employees and management.

### **Accountability, Reporting and Transparency**

A progress report on EDI measurements outlined in the strategic plan should be issued annually and available County-wide through the Performance Clackamas Annual Report. The strategic plan should be updated every three to five years.

### **Outside Consultant**

We strongly believe the strategic plan should be developed by an outside consultant with leadership from an interim Chief of EDI (see below), rather than by a team of County staff. An outside consultant would have the capacity, skill set, and know-how to collect data and insight from many different stakeholders, and have the independence to challenge and advocate for meaningful change. An outside consultant would also be better positioned to develop safe, open communication and trusted relationships with staff. This is key for staff to candidly share thoughts, personal experiences, and ideas for policies and procedural changes related to EDI in the County.

### **Develop an Office of Equity, Diversity, and Inclusion**

Clackamas County needs a separate and independent Office of Equity, Diversity, and Inclusion with staff whose time is dedicated to ensuring access, equity, and inclusion in Clackamas County's services, policies, practices, procedures, and work culture. We believe this is necessary to move forward, create meaningful change, and standardize all practices around EDI throughout County work. Currently, volunteer County staff attend county EDIC meetings and contribute to workgroups, but that is not enough to address all County-wide challenges and opportunities we face. Having a separate office also ensures the focus of the work remains on EDI, and not an afterthought or yet another responsibility of an existing department which has other missions.

This Office would first oversee the hiring of the outside consultant firm to develop the County's EDI Strategic Plan, and manage the project with the consultant.

The ongoing mission of the Office would be to:

- Implement, oversee, monitor, and report on progress of the strategic plan, including working with departments to develop department-level implementation plans to meet strategic plan goals and link it to Performance Clackamas.
- Provide oversight, monitoring, complaint investigation, and reporting on the County's compliance with ADA, Title VI, and Title VII.
- Provide mandatory staff trainings on EDI.
- Be a safe and confidential space for staff to explore, report, and resolve EDI issues.

- Work with departments to address EDI related complaints and cultivate a welcoming and inclusive workplace culture for all.
- Develop EDI goals and policies for recruitment, hiring, job promotion, and retention of employees. Collaborate with HR and departments on implementation, accountability, and transparency.
- Provide guidance to departments on community involvement for projects, strengthen meaningful community outreach, and meet the needs of the entire community that Clackamas County serves with special attention to historically marginalized groups.
- Develop a system of accountability and transparency County-wide and across departments, laid out in the strategic plan and tied to Performance Clackamas. Ensure employees and the public have access to this information through the Performance Clackamas Annual Report.
- Work closely with the County Administrator, EDIC, and LEDIC on the above points. Report regularly to the Board of County Commissioners.

To launch this Office, we recommend at the **bare minimum hiring 4 full-time staff** members, keeping in mind the possible need to expand this after development of the strategic plan:

- A **Chief of EDI** responsible for overseeing the Office, working with the consultant to develop the strategic plan, developing a work plan for accomplishing the office's mission, and meeting with county departments to ensure strategic alignment on EDI goals and objectives.
- An **Administrative Specialist** responsible for assisting the Office, the EDIC, LEDIC, and other County equity groups with budget, reporting, and other administrative needs.
- A **Policy and Compliance Analyst** responsible for the numbers and reporting set out in the strategic plan and Managing for Results/Performance Clackamas, monitoring compliance issues, and researching emerging EDI trends in the County, region, and the nation.
- An **Education and Outreach Coordinator** responsible for providing, bringing in, and supporting education and trainings on EDI and providing guidance to departments on conducting meaningful community engagement.
- In addition to the above, there should be **EDI Liaisons**. These would be employees dedicated to the advancement of County-wide EDI goals and initiative within each line of business or program (as appropriate). They could already be working in that line of business or program (and if so, should be vetted, trained, supported, and paid with a percentage of their job description outlining the EDI liaison role), or be people specifically hired for this purpose.

### **Physical Location of the Office**

For the Office of EDI to be an approachable, safe place where staff and community members feel comfortable coming to discuss potentially sensitive, personal, risky, and/or confidential issues, we recommend the Office should be physically located separate from the 4th floor of PSB.

## **Future Role of EDIC and LEDIC**

The EDIC and LEDIC should be the cornerstone of the County EDI effort by providing feedback, assessment, consultation, and validation of EDI efforts. We would also like to see an expanded EDIC with more County staff from more departments (potentially a minimum of one from each). We stand ready to adjust our structure to meet this new role.

Work done for the EDIC and ERGs must be further defined in terms of paid time, possibly even with its own time code. Multnomah County's model may be replicated in Clackamas County. We also request more transparency on what funds are available to the EDIC in the budget, with a process of accessing it akin to the A-Team.

## **Interpretation and Translation Services**

A continuing and persistent gap for Clackamas County's EDI efforts is around interpretation and translation services related to standards, training, procurement, and employee designation and compensation. This has been an ongoing discussion with EDIC for several years, and was a key issue brought up during our listening sessions. We believe it is an urgent issue for EDI structure implementation, and request action on this in conjunction with the development of the strategic plan.

### **Interpretation**

While the County has interpretation contracts, many employees who need this service have not been trained on how to use the service. The contracts are confusing, and without proper training to make the request for interpreters, employees are relying heavily upon bilingual staff who are already busy with their own jobs which may not relate at all to the request.

All staff who interact with the public must undergo yearly training and opportunities to practice accessing interpretation services. We suggest implementing a training model similar to certifying employees for A/V equipment use in conference rooms.

### **Translation**

There is confusion on the County standards for which languages are required for different communications, materials, websites, etc. Currently, our translation of materials and communications is uneven across programs. Making the County website available in multiple language was an excellent first step. We are also heartened by the effort of the new "Welcome" signs. We need to create policies that can be universally applied throughout the County for other types of communications.

In addition, while the County holds translation services contracts, we lack a review system to ensure that the translations are appropriate for the respective communities we are trying to reach in terms of both ensuring plain language and the regional differences

in words and expressions. While informal efforts exist, there needs to be a uniform system available for all County lines of business.

Standards for translation also need to be applied to the procurement process to improve accessibility to applicable contracted services and not just limited to public services, but also development services.

### **Bi-Lingual and Bi-Cultural Employee Designation and Compensation**

Bi-lingual and bi-cultural employees and their supervisors/managers need more clarity about designated time and compensation when asked to use their language and experience to provide services internally and externally. Employees are being asked to do more and more interpretation without an adjustment to their main duties and workload. Although each incident may require minor additional work from a bi-lingual staff, it has cumulative impact in various aspects of the individual's performance, and can lead to burn out and retention issues. The County already has contracts in place for translation and interpretation, but non bi-lingual staff need the proper training to use it (as mentioned above).

If any of these system improvements, policies or standards are underway, we appreciate the effort and look forward to hearing about status, timeline and who is responsible for implementation.

### **Follow Up**

Representatives from the EDIC request a follow up meeting with the County Administrator every two months for the foreseeable future to discuss progress directly. This can be at the larger EDIC meetings, or at another time.

Thank you again for the opportunity to recommend an EDI structure for Clackamas County. We look forward to discussing the proposal with you on January 23rd, and for you joining our EDIC meeting on February 27th.

Sincerely yours,

*Valarie Adrian  
Abby Ahern  
Estefany Barua  
Tovah Blumenthal  
Jon Bonnet  
Amy Brinkley  
Beth Bryne  
Karen Buehrig  
Holly Coddington  
Dawn Cohoe*

*Stacy Davenport  
Andy Gale  
Greg Harris  
Michael Hollifield  
Christopher Hoots  
Harleen Kaur  
Shauna Kennedy  
Tanya Kramer  
Jon Legarza  
Stacy Ludington*

*Melissa Lymburner  
Maria Magallon  
Brian McCrady  
Damariz Ochoa Montiel  
Amran Mukarram  
Brian Nava  
Edward Nieto  
Kanae Nishi  
Casey Norlin  
Shari Riedman*

*Rob Sadowsky  
Liane Tankersley  
Christina Terwilliger  
Kathy Turner  
Cari Vandecoevering*

Date: December 19, 2019

To: Gary Schmidt, Clackamas County Administrator

From: Clackamas County Leaders in Equity, Diversity and Inclusion Council (LEDIC)

Dear Mr. Schmidt,

We want to thank you for attending the LEDIC meeting on October 22, 2019. The council members appreciated the opportunity to hear from you, ask questions and better understand your decision to eliminate the assistant county administrator position held by Emmett Wheatfall. We heard that a major county budget deficit drove your decision, not a lack of commitment to EDI work, and we value your effort to include us in your planning process.

In response to your request for input regarding the structure and future of EDI work in Clackamas County, LEDIC is submitting the following recommendations:

1. Implement EDI as a primary lens for viewing and analyzing all current and future programs, services and plans. Make EDI a top priority in Clackamas County by committing resources: staff time, budget and programming. EDI must be woven into everything the county does, and it must be actionable. It starts by recognizing societal inequities and understanding that inequity as an institutional dysfunction of structure, policies and practices. Considering the current political climate, gaps in county resources, and with the census looming in 2020, there needs to be a sense of urgency to this work. A quick review of the EDI web pages for our neighboring counties indicates that Multnomah and Washington counties are far ahead of Clackamas in terms of investing in evidence-based plans to address inequities. Clackamas County needs to catch up.
2. Given the resource restrictions facing the county, this council understands that EDI work may be assigned to county employees with already full work plans. In fact, interim EDI management is currently assigned to two very busy department directors. LEDIC advises not adding the majority of EDI work to someone's schedule that is already full. This work cannot be neglected or an afterthought.
3. At the aforementioned October meeting, both you and Commissioner Humbertson requested that LEDIC hold you accountable for EDI problems or concerns in the county. This council is prepared to do that, but we do not have all the information we need. Without a clear understanding of the extent of institutional and structural racism, sexism, classism, ageism etc., among county employees and residents seeking services we cannot shine a light on these issues. We lack current, thorough data to establish priorities and focus our work. We need mechanisms for monitoring sentiment, suppressive culture and resistance to EDI work. This council cannot rely purely on anecdotal evidence. LEDIC requests that the county find a way to fund EDI research and partner with community-based organizations to provide a sound foundation for evidence-based planning. (Note: These resources do not need to come only from the county. Funding for the most recent Coalition of Communities of Color report for Washington County was provided by the county, Metro, six cities and other community partners.)

4. Your request for advice regarding the county's internal EDI structure is difficult to fulfill given that most LEDIC members are not county employees and not familiar with the current infrastructure. In the absence of in-depth knowledge of county organization and each department's approach to equity work, we do support the concept of a separate department or figurehead solely focused on EDI. As community members, we can tell you that Clackamas County residents need a public face and visible presence for county equity work. This includes targeted outreach so community members can report injustices and truly believe in the county's commitment to EDI.
  
5. This council is ready and available to consult and help the county navigate through this work. Our first action is an offer to review draft departmental EDI plans as they are completed in 2020. We request that department directors present their plans to LEDIC at one of our monthly meetings so that we can ask questions and better understand each department's situation and approach. We hope that through this process, this council can support each department and eventually provide more informed advice about restructuring.

Thank you for the opportunity to comment and join with you in this important work. This council looks forward to our work in 2020 and fulfilling our mission to elevate the voices and experiences of Clackamas County's most underserved communities. In partnership, we hope to see swift movement and an outward-facing commitment to the community to advance EDI. We invite you to attend one of our winter 2020 meetings so we can continue this conversation. We meet the fourth Tuesday of each month in the Development Services Bldg. at 5:30 pm (dinner provided). Please let us know when you can join us again and provide an update.

Best regards and Happy Holidays,

LEDIC members:

*Kimberlee Ables*

*Ernest (Tory) Blackwell*

*Keisha Brewster (vice chair)*

*Betty Brickson*

*Rod Cook*

*Emily Cooper*

*Kannon Elizabeth*

*Mike Foley*

*Candice Henkin*

*Terry Jones*

*Trish Jordan*

*Bonnie Lander*

*Paulina Larenas*

*Maria Magallon*

*Fernando Sobrevilla*

*Joselito Tanega (chair)*

*Desiree Thomas*

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

A Resolution Valuing Diversity, Equity  
and Inclusion in Clackamas County



Resolution No. 2015-96  
Page 1 of 2

**WHEREAS**, on July 19, 2012, Clackamas County adopted Resolution No. 2012-73, Valuing Diversity in Clackamas County, in keeping with these values, this is a new Resolution Valuing Diversity, Equity and Inclusion in Clackamas County; and

**WHEREAS**, the founding principles of our nation set forth the fundamental ideals of equality, equity and inclusion; the basic right of people to life, liberty and the pursuit of happiness; and equal protection as expressed in the United States Constitution; and

**WHEREAS**, the County values the multifaceted ways embracing diversity enables it to be a welcoming and inclusive place to live, work and enjoy life; and

**WHEREAS**, the County is committed to good governance, quality customer service, nondiscrimination, equal employment opportunity, equal pay, safe and healthy work environments, and cultural awareness; and

**WHEREAS**, the County does not discriminate in public accommodations; the County welcomes all people to its places of work and service. Everyone should feel welcome at County public facilities and events; and

**WHEREAS**, the County is committed to promoting equity by calling upon the knowledge and experience of its employees and community members, especially those who serve in advisory capacities as members of the County's diversity councils; and

**WHEREAS**, the Board of County Commissioners, County Administration, Executive Management Team, and County Employees are committed to supporting and participating in training opportunities as they pertain to best practices in diversity awareness, equity, workplace harassment prevention, employment law, disability awareness and fair housing.



**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

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Resolution No. 2015-96  
Page 2 of 2

**NOW, THEREFORE, the Clackamas County Board of Commissioners do hereby resolve:**

1. To affirm as matters of principle the values of diversity, equity and inclusion in every aspect of County governance, operations and services rendered to County residents and the public at large; and
2. To establish by example and leadership the County's commitment to these principles.

Dated this 1<sup>st</sup> day of October, 2015

**CLACKAMAS COUNTY BOARD OF COMMISSIONERS**

Chair

A handwritten signature in cursive script, appearing to read "John A. ...", is written over a horizontal line.

Recording Secretary

A handwritten signature in cursive script, appearing to read "Mary ...", is written over a horizontal line.