



Agenda/Notes
Office of Governor Kotek — Racial Justice Council (RJC)
March 20, 2025 – Zoom Webinar
3:00-5:00 p.m.

CHAIR

X	Governor Tina Kotek
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MEMBERS

X	Ana Molina		Jimmy Howard	X	Mark Jackson
X	Angela Uherbelau	X	Josie Silverman-Mendez		Paul Solomon
X	Annie Valtierra-Sanchez	X	Kim McCarty	X	Reyna Lopez
X	Cynthia Richardson		Latiffe Amado	E	Shay Huber
E	James Cador		Marcus C Mundy	X	Tristen Edwards
X	Janice Mason	E	Maria Elena Guerra “Meg”		Tiffany Monroe
X	James Alan Parker	X	Marin Arreola		
	Jenny Pool Radway	X	Marisa/Mariesa Zapata		

OTHER ATTENDEES

X	Andre Bealer		Kelly Brooks	X	Yasmin Solorio
X	Ami Goswami		Kristina Narayan		Leah Feldon
X	Bob Livingston	X	Matthew Tschabold		Kate Nass
	Bryan Longoria		Maya Crawford Peacock	X	Rep. Ricki Ruiz
X	Chris Warner		Morgan Gratz-Weiser	X	Jennifer Purcell, HECC
X	Doug Grafe	E	Rachael Moser	X	President Rob Wagner
X	Danny Moran	X	Sarah Foster	X	Speaker Julie Fahey
	Javier Cervantes	X	Jim McKenna	X	Tobias Sherwood, DAS
X	Jesse Hyatt	X	Shana McConville	X	Jacob Lichty, DAS
	Johnna Timmes	X	Taylor Smiley Wolfe	X	Meenakshi Rao, DAS
	Johnna Papaefthimiou		Valerie Colas		
X	Karin Power	X	Vince Porter		

Topic/Lead	Notes/Main Points	Decisions/ Action Items
Welcome/Intros	<i>Javier calls for roll call and initiates meeting. Governor provides opening remarks and provides overview of agenda.</i>	
Presiding Officers Presentation - Senate President Wagner - Speaker Fahey	President Rob Wagner: Pleased that you have an executive who centers racial justice work. You have a commitment that we are not leaning away towards our decision making process. We just need to be constantly vigilant and document everything going on to do all we can at the state level in response to the federal level. Thanks for centering equity in the decision making process. Speaker Julie Fahey: We are halfway through session. First deadline is tomorrow. If its not posted by tomorrow (bill) it will die. Really hectic time in the legislature for folks trying to save their bills and not let anything behind. We are still focused on top priorities that we talked about last time. Transportation, education, public defense, preserving healthcare, homelessness crisis, behavioral health, etc. and still trying to respond to items in the federal government. Proud our bill HB2010 has made it all the way through the process. Its been voted on in both chambers. Thrilled that was our early goal and have checked it off the list.	

Even more so with Medicaid cuts at the federal level. Hopefully the federal government will do their part. Summer learning, early literacy, accountability. As increasing investments are made, better outcomes are made.

Governor Kotek: Thanks for both your commitment for the session. Trying to narrow it to things that will have a lot of impact, important for children to be able to read. Adding summer learning components is intense. Any questions?

Marisa Zapata: Like to prepare for all the bad, that's why I'm an urban planner. Have you mapped out ideas and contingencies if Trump makes good on his threats, what are your pivot points (HUD), how well are they played out. I get staying course until bad thing happens, but I'm pessimistic and like to prepare for the worst.

President Rob Wagner: Like to look at historical context. Budget, as it relates to Medicaid and education, will be really hard. We have a great state economist who has given us a accurate projection to date on available resources we have at this point in time. Governor had strong recommendations, its an iterative process over the next few months. Difficult thing for me is when I talk to colleagues across states. Washington, Colorado, and others are down – this is outside of federal level cuts. For Oregon, ensuring we are budgeting prudently and if the federal government executes on the level and scale on the cuts for Medicaid (alone) it's a transformation investment that Oregon and Governor cannot back fill. The scale on the cuts are programs we cannot absorb. Going to be honest, we will have to hit reset. We also need to be diligent and let people know who's responsible for that level of cut should the legislature need to use tools we have. We run shy of 40 billion general fund budget, lot of federal funds that come in to balance our programs. Federal program runs 4 trillion budget, to come in and back that scale we do not have the resources to do it.

Marisa: Do we have the space to cut other items to save Medicaid?

Speaker Julie Fahey: Part of the budgeting process of the legislature is for subcommittee chairs to identify possible reductions. They identify high medium and low-level cuts. Has been done so we're going to cut some long term vacancies to make some more space for important investments. Then there's medium, which you start to impact people in programs Then there's the really hard cuts. So from a cuts perspective, that work has been done to figure out what would we need to do to prioritize Want to echo the Senate President if the feds cut Medicaid funding by billions of dollars we will not be able to backfill all of it, that's just that's just reality. Don't want to give people false hope. I do think generally better positioned than many other states to handle some of the chaos out of the federal level right now. We aren't starting from a deficit in the way that some other states are, we do have some good reserves. Also from a policy front we have done great work over the last eight years from his first term to protect access to abortion in our laws. We've long had a strong sanctuary we strengthened it a few years ago and created the universal representation program to help with legal assistance, we have done a lot of that that work over the last eight years that some other states are scrambling to try and figure out and have been. We are better positioned, that does not mean that we will be able to insulate. Our job is to try and insulate as much as possible.

Angela: Wanted to think Speaker Fahey and Co-chair Ruiz for HB2007 which would amend summer learning, tying that funding to academic outcomes and reading proficiency. Just want to lift up that gratitude because I know there has been some criticism and blowback on that and just appreciate you standing strong on that because our kids are so far behind. I know the original money was dedicated to trying to close those achievement gaps. Literacy is just so important. With the renewal of the early literacy success initiative, this idea of committing

	to training all K3 teachers in the state of Oregon. Currently that is an option that districts can use the money for but it's not required, and it's not prioritized and I know that other states that have been successful with literacy invest in the workforce and capacity and long term that way. Just wondering if that is something that you might consider changing in the initiative and endorsing Speaker Julie Fahey: Bill did have a public hearing yesterday, haven't had a chance to review testimony to see how the hearing went. The uses of that funding were pretty narrowly crafted. The uses of the early literacy money were tailored pretty tightly to curriculum, training. Marin: Suspending or a portion of suspending the kicker? Speaker Julie Fahey: Kicker has been a topic of conversation, go back and do the statutory history but when it was sent in '99 and passed in 2000. The move we have now to have a state economist to give us an honest look in has also some downside risk. When you miss it, it all comes down to office of economic analysis and to give us a number we can work with to set the budget. Still a significant kicker that the legislature can redirect. 20 sen and 40 reps to amend. Certainly, convos happening on finding portion to lock away wildfire. Still preliminary. Underlining what suspending or a portion of suspending the kicker is possible but extremely challenging. Governor Kotek: Thank you spending time with us. Look forward to having you back. Really appreciate your leadership.	
BIPOC Caucus • Rep. Ruiz	Governor Kotek: Rep Ruiz has joined us. He is here in his capacity as Chair of BIPOC Caucus. Rep. Ruiz: We are an 18 member caucus, started in 2017. Feels like every biennium we keep growing and I think that's a testament of the work that that all of you are doing to empower communities to take the next step in leadership. We're a group of state legislators committed to our mission of advancing racial equity initiatives and eliminating systemic oppressions and racism in the state of Oregon. We come up with our policy and budget priorities which is typically organized through legislative run priorities that we feel are important to highlight as a caucus and ensure that it's reflective of what our communities are needing across the state of Oregon. <i>Rep Ruiz shares and reviews "BIPOC Caucus 2025 Policy One Pager"</i> Governor Kotek: Thank you, Representative. Questions for Representative? Kim: It's a really great list of things to support. Given this budget picture that we've just been presented how do you feel about your colleagues supporting any of these ideas that have a budget related to them? Secondly which of these ideas are you getting the most resistance? Rep Ruiz: When it comes to the budget landscape of things we're having very difficult conversations. Really important to continue investments that we know are working, targeted to individuals that have been disenfranchised for the last couple of decades. When you look at this list most of them fit that box. We also understand there are so many needs across the state and we rely a lot on the federal help as well but unfortunately with this administration we are going to be facing very difficult times and decisions. As Speaker and Senate President have mentioned we unfortunately don't have the resources to fill in those gaps. Reyna: Thank you and the BIPOC Caucus. Backlash on DEI - How are you feeling that locally or maybe even some of your colleagues what are those	

	conversations like and you know how can we also support. Rep Ruiz: Thank you for that question. Our republican colleagues are talking about all these executive orders and all these things that are now constitutionally illegal and are challenging us right on even our talking points, the way we're drafting our bills. It's really critical for us to stand our ground. It took so long to add language, it took so long for us to even define what that means, and for that to be taken away is it's just heartbreaking. Most bills are getting resistance. If we are hitting resistance, we are trying to shift and change the system and it means its working. We are holding each other in community, in partnership, we are still backing up our communities and caucus. That's what we signed up for. Angela: Thanks for your leadership. Are there places where there is bipartisan support and any sort of working across the isle on issues? Rep Ruiz: There is behind the scenes. Food for All has received some bipartisan support, indigenous language bill has as well. Conversation around immigration are receiving bipartisan support. A lot is still a bit divisive. Folks are playing a political game responding to their constituents back home. What's happening in federal govt, they are trying to do the same here at the state. I do see support. Hope Oregon stands out in ensuring we stand in partnership and put political differences aside and stand in part for our children. Governor Kotek: General appreciation for you and our BIPOC legislators in and out of the caucus.	
Behavioral Health Workforce Assessment Overview (15 minutes) • Jennifer Purcell, HECC • Workforce Workgroup Update (Marin/Jan)	Governor Kotek: We have Jennifer Purcell from Future Ready to give us overview on Workforce Assessment. Will hand it over to Marin and Jan to hear about some of the things they are working on. Jennifer: Good to be with you today. Director for Future Ready Oregon (FRO) at Higher Education Coordinating Commission (HECC). In 2024 HECC Healthcare Industry Consortium, established through FRO identified the behavioral health workforce as a priority and set out to understand Oregon's behavioral health workforce needs by conducting a behavioral health assessment. A corresponding career pathways map were developed for the HECC by an organization called Advocates for Human Potential (AHP). AHP's work centered around two research questions: how can Oregon improve the return on investment in behavioral health in the behavioral health field for employers practitioners and the folks that are being served in community, and how can Oregon best offer a range of opportunities access and support for folks to pursue a career in behavioral health. AHP's assessment began with a review and summary of existing behavioral health workforce supply and demand reports and analysis to ensure that this talent assessment addressed gaps and built on existing work and in collaboration with the HECC and engaged steering committee, AHP set out to provide a characterization of Oregon's behavioral health pipeline. This work involved a series of focus groups key informant interviews and a survey of behavioral health professionals across Oregon. Findings and recommendations include broad gap assessment where programing is sufficient and where areas are lacking. AHP heard from educators and other folks working in the field that there are several challenges exasperating Oregon's ability to meet its behavioral health workforce demands. AHP emphasized that Oregon must address wages for the behavioral health workforce for any strategies to truly be successful. A few of the high-level findings and recommendations. Workforce shortages are multifaceted. Workers leaving due to wages and other priorities. AHP emphasized that a big part of why folks like their jobs, why they're in the	

	behavioral health field in the first place is values based it's expressing a desire to help others. However AHP indicates that burnout rates are abnormally high compared to other parts of the country, both in terms of averages overall as well as by age group. AHP also evaluated health experiences along the education continuum predict whether someone will actually be a behavioral health professional in Oregon and how likely they are at this point in their career to leave the industry or quit their job. AHP found that having a family member or close family friend significantly increases the likelihood that an individual will enter the behavioral health workforce. AHP's data suggests that folks who wait to choose their major until later in their college career are actually more likely to choose behavioral health. It's possible that behavioral health is being chosen because students didn't get into other programs of choice, maybe it's a choice of last resort, or they simply discovered the opportunity late in their journey. AHP's analysis further indicates that these same individuals are more likely to be ready to quit the profession Turnover and retention issues. Perceptions impacting career choice, low graduation rates. Staff at the HECC and Gov Office are combing through recommendations and strategies. AHP recommends expanding collaboration with employers. HECC and OHA activities impact the entire pathway through education and career. HECC's healthcare industry consortium is considering the experience of learner and workers. Governor Kotek: We don't have time for questions but will make sure folks get power point and link to full study. Really appreciate that overview of the study. Will get everyone the information. Marin and Jan wanted to give us an update. Marin: Thanks Governor and Jennifer. Workforce Workgroup was created to deal with three sectors, construction, behavioral health, and semiconductors. Oregon will need more workers in next five years. Last six week has been reviewing reports. A lot of it is reading about the system. We have a lot of smart people who like to deal with these issues. Now we are having discussions on moving forward with recommendations and process. Part of our goal is to come out with recommendations this year and to look at the workforce. Future Ready Oregon (FRO) is a good model. Good guide for us as FRO investments and doing the work in workforce development. Its a lot of work, will take time and are in for the long haul. Governor Kotek: Seen renewed interest in understanding pipelines that need to be figured out and successes on FRO grants as well. If you're interested in workforce issues, you know the two to talk too.	
Affirmative Action Report Overview (15 minutes) • Tobias Sherwood, DAS Cultural Change Manager • Jacob Lichty, HR Data Analyst, DAS • Meenakshi Rao, Data Equity Consultant, Enterprise Information Services	Tobias: Cultural change manager at DAS. <i>Tobias shares slides "Affirmative Action Report"</i> Affirmative action expands our talent pool. To correct systemic inequalities and ensure fair access. It has everything to do with how, where, and why we adapt our outreach and recruitment, hiring and onboarding, etc. There is a lot of narratives. It has nothing to do with quotas. It has all to do with the "how, where and why". True meritocracy requires equal opportunity for our system. Affirmative action is part of our governor's commitment to building a more equitable state and prosperous future for every Oregonians. Affirmative action strategies support and impact everybody positively. I engage with 80+ executive branch agencies. We gather data, analyze policy and propose policy, etc. We are positioned in a unique place because our main job is building and maintaining relationships across the enterprise. Folks come to our office often times with concerns or adaptive challenges that they need support with. We become a bridge. I think that is what RJC is as well. We come to you because of your explicit goal with racial equity. The governor has highlighted	DAS to share Affirmative Action Report next week. To be included in post meeting minutes.

	how critical it is to work with leaders in the community and as trusted leaders, you are bridges as well. Workforce Demographics, governor asked us to highlight places for improvement diversity is increasing. Separation rates are decreasing overall, although separation rates are higher than average for Black employees. Demographic shifts in the workforce reflect broader trends in Oregon's population. Growth in representation, though incremental, signals progress toward a more inclusive state workforce. Reasons for shift in workplace demographics include interview processes, standardized interview questions, blind resume screening, and diverse panelists. Outreach to colleges. Jacob: Job clustering – there is an overrepresentation of white employees in skilled craft workers. Each category has a pattern showing overrepresented or underrepresented. When we saw the data, it comes down to understanding the experiences of the employees. Tobias: Separation Rates. Black employees, particularly black women, tend to leave at higher rates. Meenakshi: This trend caught my eye. For black men vs black women – shows need for state to try and understand the different drivers affecting this data. Separation rate remains at least 5% higher than it is for state employees as a whole. Definitely something that requires more understanding the stories behind the numbers were seeing here. Tobias: We will share the report with you next week. Given climate, Juliet would like to make sure contributors to report give consent to share their names. Will continue to share this. We would like to create a workgroup. Would really appreciate some folks from RJC joined this workgroup and capacity. Governor Kotek: Thank you. It's important to utilize the data and develop strategies to address those things. If folks are interested, reach out to Javier. will make sure report comes out when its ready for public sharing. Look forward to next conversation.	
RJC Annual Report Discussion (10 minutes) Future Land Acknowledgement/Tribal Sovereignty Statement	Governor Kotek: You should have all received the final version and formatting of the “<i>GOV_RJC 2024 Annual Report</i>”. One item that came up in the completion of the report is land acknowledgment. In 2023, I make a land acknowledgment to recognize tribal nations. Seemed that we haven't actually have a conversation as a council. Since we didn't take the position as a council, we didn't include it in the annual report. As a council, we should come back and talk about it. Thanks for all the work. It went to legislators, had distribution requirement by statute. Thanks for all your work.	
Legislative Engagement Guidance Document (5 minutes)	Javier: You have the documents on how we endorse our work through the committees and priorities they are working on. From there we do a check-in with legislative team to ensure we are on track and how we want to endorse bills, subjects, or budget items. You noticed you all voted on a letter last week on housing and homelessness committee. Once 2/3 of committee approves, it goes to Council. If you have questions, please feel free to let me know. <i>RJC Advocacy Letter Template NOT on Letterhead</i> and “<i>Governor Bills and Priorities Feb 27 RJC</i>” Governor Kotek: This is something we can use outside of legislative process as well. Appreciate adding some systematizing on that process.	
Committee Reports (30)	<i>Criminal Justice Reform Committee</i> Tristen: Last few meetings we focused on priority of Oregon public defense crisis. Very timely as we talk about workforce development issues. Putting	

minutes)

together a letter with our recommendations on what we think the best approach is with a specific eye towards increasing the number of attorneys in the state and also on increasing diversity within the defense bar. We will be reviewing the letter on at our next meeting.

Economic Opportunity Committee

Jan: Working on a letter in support of the Technical Assistance Program through Business Oregon. We encouraged members to track Senate bill 569 which is about small businesses and encouraging businesses to become COBID certified. One of our priorities is the DAS disparity study and the outcomes, recommendations, and implementation. DEI Strategic plans through specific agencies, Business Oregon being one of them, we have invitations out for that. For April's agenda we will be furthering EO 22-15. Our committee priority four and five related to workforce. As Marin mentioned construction, behavioral health, and items relating to FRO.

Education Committee

Mark: Continuing standing updates regarding federal issues related to education. We also heard from our committee members in terms of goals and ideas that are really kind of framed our focus in terms of just monitoring our legislative session, focusing on accountability and increased funding, literacy and math, expanded learning opportunities. We received an update on Oregon graduation rates. Our meeting coming up on Monday we'll hear from DELC as it pertains to bills related to early learning.

Environmental Equity Committee

Ana: We are working on a letter of some of the priorities for the committee in terms of funding requests for some of them. We have been hearing from the agencies on our priorities - pesticide education, investing in community resilience and water equity funding that we supported in 2023 or 2024.

Health Equity and Human Services Committee

Marin: We've been working on 4 priorities. Supporting Governor's behavioral health initiative, SB142. We're working on a letter. Also looking at traditional workforce, we're looking at SB 529. Part of our goal is to how do we grow sustain this workforce but also how do we make it more reliable in terms of payments the sustainability to fund these type of workers within the medical industry. We're looking at doing a build analysis with Kristina. We are also working on CCO 3.0 procurement and what its going to look like in terms of the RFA for the CCO's. We're looking at contracting and how to make sure that equity is embedded through the contract process and the and the RFA to make sure that the people that are most vulnerable are served equitably.

Housing and Homelessness

Kim: Thanks for reading the letter and moving it forward. Followed closely in Governor's homeless prevention. Advocating for new housing production and funds there and Governor's housing policy. Bills were 2139, SB814, HB3031, HB2138. Consistent with Governor's recommended budget.

Governor: Thank you, a lot of great work going on. *Governor provides comments on revenue/budget forecast.*

I would argue today we have all the dollars to fund that significant investments of things that we have been doing that we need to continue doing in the state. Then there's this overlay of how cautious we should be. When we watch the budget process, we might have to weigh in a little bit like that cautiousness at some point if you hold back too much, you're not going to make progress. Dynamics at the federal level are such that we're not going to be able to backfill some of these federal cuts if impacted. Federal resources, federal grants, have really filled in and implemented and expanded our ability to do things in a

	variety of ways that our state money has not allowed us to do. It will have an impact. I just want to give a little more context to where we are in the budget process right now. Jan: We heard tomorrow's the last day for bills. What happens if there's like a tectonic shake. Will an emergency session be called or are those other decisions that need to be made as regards to the budget? Governor: There's a couple it's there are a couple dynamics you know it used to be a lot more difficult when we didn't have annual sessions but because the federal government has passed a continuing resolution, we will not see a whole lot of changes. I don't believe until September congressional Congress will have to take action on a lot of these things so then you're into the fall we do have a session next year. A lot of these readjustments, depending on how deep they are, can be done in the short session. Special sessions are there for a reason, if you have a significant change in a in a budget environment in the middle of a biennium you can call a special session; that's hard but that is what it's there for. Jan: Timing plays into it a lot. Governor: Timing is key. Those are hard convos but not impossible.	
Adjourn	<i>Meeting adjourned at 4:58pm.</i>	

Materials	 BIPOC Caucus 2025 Policy One Pager.pdf  RJC HECC BHTalentAssessment f  Affirmative Action Report presentation t  RJC Legislative Endorsement Guidan  RJC Advocacy Letter Template NOT on Le  Governor Bills and Priorities Feb 27 RJC  GOV_RJC 2024 Annual Report.pdf <i>Post-meeting follow-up material:</i>  Statewide Affirmative Action Re
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OREGON LEGISLATIVE BIPOC CAUCUS

STRONGER TOGETHER: 2025 POLICY AGENDA

BIPOC CAUCUS SIGNATURE BILL

SB 599: Fair Housing for All

The Act bans biases in the rent or sale of property based on immigration status.

INDIGENOUS, IMMIGRANT, AND REFUGEE JUSTICE

SB 611: Food for All Oregonians

The Act creates the Food for All Oregonians Program to provide nutrition assistance to Oregonians who would qualify for SNAP but for their immigration status.

HB 2543: Universal Representation

The Act appropriates funding for universal representation, allowing organizations to continue providing immigration legal services to those in need.

HB 2976: Indigenous Language Justice

The Act appropriates funding for developing language proficiency exams and bolstering recruitment and retention efforts within the interpreter workforce.

ECONOMIC JUSTICE

HB 2548: Farmworker Standards Board

The Act creates a farmworker standards board.

HB 3179: FAIR Energy Act

The Act tells the Public Utility Commission to consider the economic impact on residential households when setting energy rates and can determine rate effective dates or rate phase-ins to prevent price shocks.

COMMUNITY JUSTICE

SB 477: Justice Reinvestment Equity Program

The Act appropriates funding to the Oregon Criminal Justice Commission to continue the Justice Reinvestment Equity Program into the next biennium.

EDUCATION EQUITY

HB 3006: Diversity in School Educators and Staff

The Act would create ways to increase diversity in Oregon's education workforce by providing scholarship funds.

Caucus Contact

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Caucus Co-Chairs

State Representative Ricki Ruiz
State Senator Wlmsvey Campos



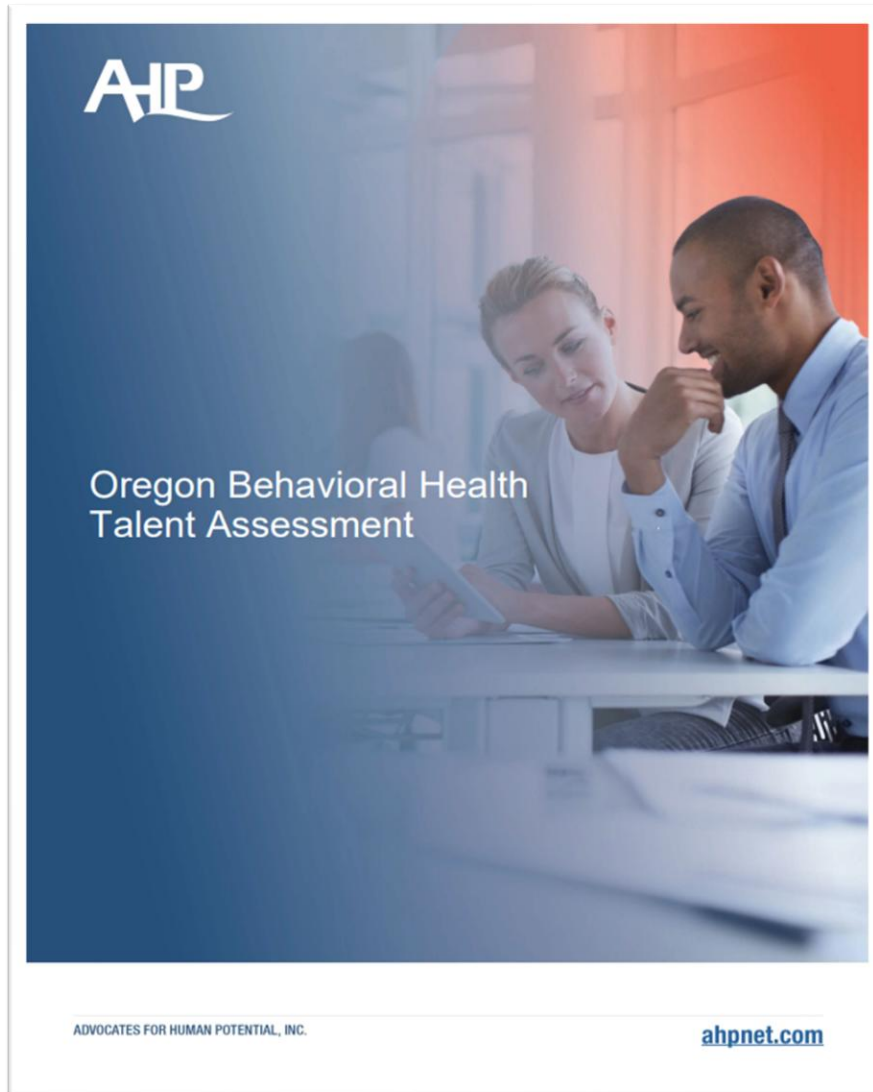
Governor's Racial Justice Council

Healthcare Industry Consortium
Updates: Oregon Behavioral Health
Talent Assessment

**Jennifer Purcell, HECC Director, Future Ready
Oregon**

March 20, 2025

Oregon Behavioral Health (BH) Talent Assessment *(January 2025)*



Objective

Understand BH workforce needs in order to:

- inform program options that prioritize critical-shortage occupations
- grow and diversify the supply and distribution of the behavioral health workforce.

Scope

Identify pathways to BH careers; evaluate barriers and opportunities for recruiting, training, and retaining a diverse BH workforce; project future education, training, and workforce demands.

Research Questions

- How can Oregon best offer a range of equitable opportunities, access, and support to learners pursuing a career in BH?
- How can Oregon improve ROI for employers, practitioners, and the communities they serve?

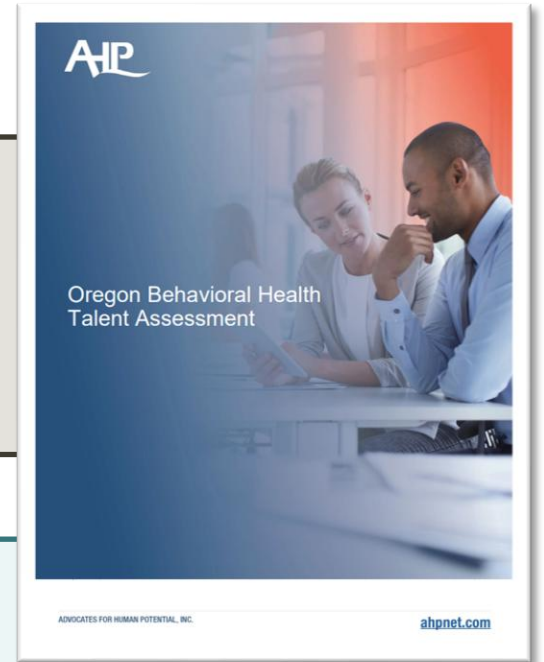
Oregon Behavioral Health (BH) Talent Assessment – *Process*

Advocates for Human Potential (AHP):

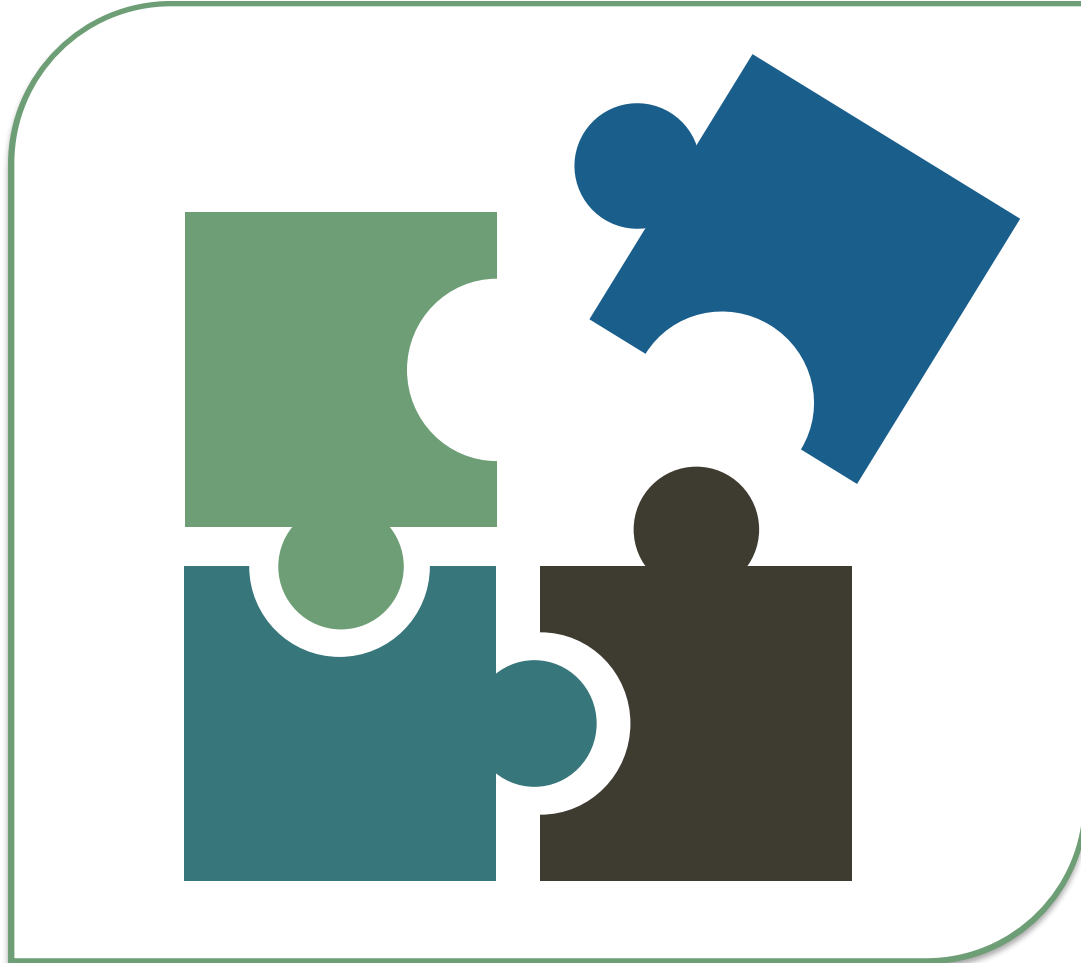
- Completed a review of existing reports on Oregon's BH workforce.
- Convened steering committee.
- Conducted focus groups, interviews, surveys.

BH Talent Assessment:

- Analyzes current talent development strategies, and supply and demand.
- Provides a skills inventory and maps current career pathways in Oregon.
- Includes inventory of postsecondary BH education and training programs.
- Makes recommendations for research, education programs, workforce development.



Workforce Shortages – A Multifaceted “Puzzle” of Interrelated and Complex Challenges



- ✖ Wages
- ✖ Cost of education
- ✖ Clinical supervision capacity
- ✖ Burnout and retention
 - ✖ Workplace dynamics
 - ✖ Limited advancement opportunities
 - ✖ Increasing shift to private practice
- ✖ Structural, social, and systemic challenges



Interrelated and Complex Challenges – *Highlights from the Talent Assessment Key Findings*

Graduation Rates

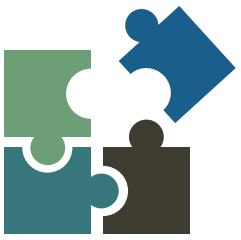
- There are effective and affordable pathways in Oregon from community colleges, to bachelor's programs, to the workforce.
- BH majors in Oregon are less likely to graduate compared to the national average.

Worker Burnout and Retention

- 61% of 30- to 39-year-olds surveyed intend to leave their job in the next month, followed by 44% of 18- to 29-year-olds.

Entering and Leaving the Workforce

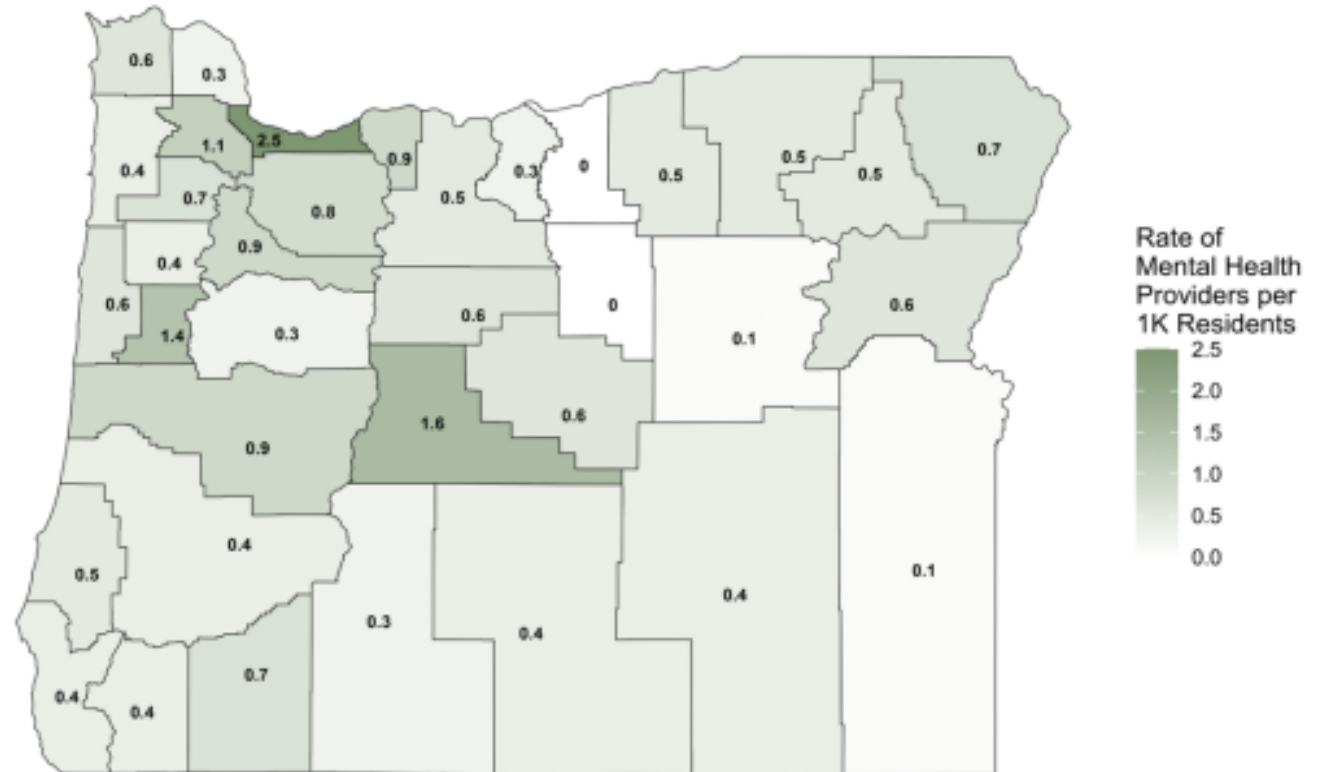
- Individuals with a family member or key family friend working in BH were 12 times more likely to enter the BH profession.
- Individuals are choosing BH pathways later in college.
- Individuals who wait to year 5 or later to choose their bachelor's major are 15 times more likely to indicate their intent to leave the BH workforce.



Interrelated and Complex Challenges – *Highlights from the Talent Assessment Key Findings*

Leaks in the BH Education System

- Turnover and retention issues
- Perceptions impacting career choice
- Low graduation rates
- Tendency to select the behavioral health major later in one's bachelor's experience



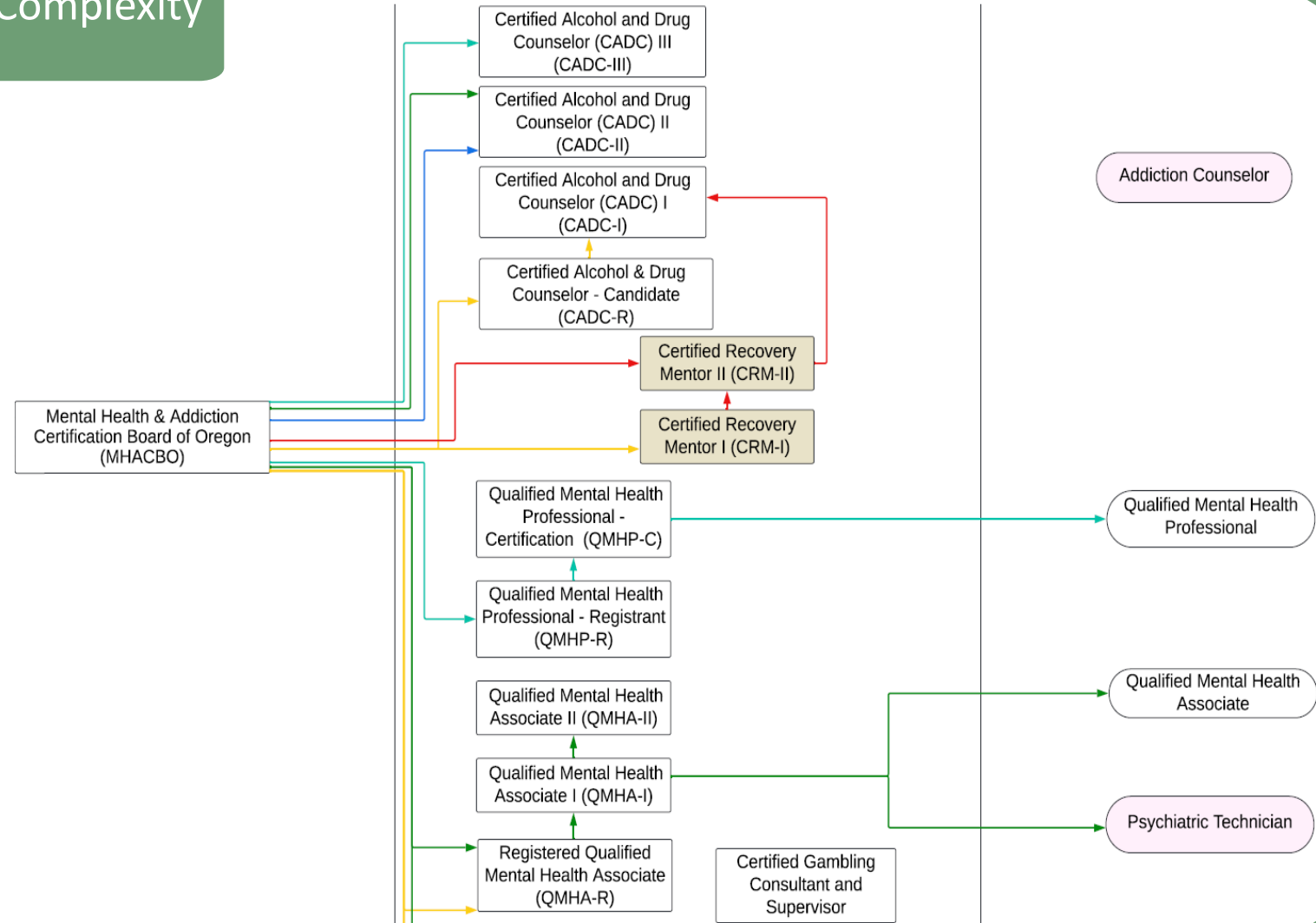
32 of Oregon's 36 counties lack even one provider per 1,000 residents



Interrelated and Complex Challenges – Highlights from the Talent Assessment Key Findings

Licensing and Training Complexity

- Doctoral degree
- Master's degree
- Bachelor's degree
- Associate degree
- High school or GED
- No required degree
- peer role
- apprenticeship
- Occupations with varying career paths



Behavioral Health Talent Assessment – *Key Recommendations*

Increase equitable access and financial supports for education

- Expand support for rural and frontier students, and culturally and linguistically diverse groups.

Improve learner recruitment and retention

- Expand collaborations with employers to create a more streamlined career pathway and support structure for individuals entering the field.

Improve worker retention and advancement

- Develop roles that are supported for advancement potential, while staying within the defined scope of care.

Conduct further research

- Research discrepancies between those completing education inside and outside Oregon; how behavioral health majors are chosen; and what's driving burnout and turnover.

Next Steps – Convene BH Workforce Workgroup to Build on Findings and Recommendations



Contact Us



Questions?

Jennifer Purcell, Director of Future Ready Oregon, HECC,
Jennifer.Purcell@HECC.oregon.gov

Visit the HECC's Legislative and Policy Reports webpage at oregon.gov/highered/strategy-research/pages/reports.aspx to view the [Oregon Behavioral Health Talent Assessment](#) and the [Oregon Behavioral Health Career Pathways map](#).

Learn more about HECC's Healthcare Industry Consortium here: oregon.gov/highered/about/pages/future-ready-industry-consortia.aspx

Affirmative Action Report Overview



March 20, 2025 | Racial Justice Council

Overview



- About Us
- About Affirmative Action
- Key Takeaways
- What is Next
- Questions



About Us



Juliet Valdez
*Affirmative Action
Manager*

Partnering closely with agencies in creating and implementing their strategies and goals for workforce development in underrepresented groups



Jacob Lichty
*Labor Relations Data
Analyst, DAS*

Bridging data and insight to drive meaningful progress through curiosity, collaboration, and creative solutions



Meenakshi Rao
*Data Equity Consultant,
DAS*

A better Oregon through better data sharing and collaboration.



Tobias Sherwood
*Cultural
Change Manager*

Supporting the enterprise in its efforts to create cultural practices and policies that promote inclusion and advance equity.

Why Affirmative Action



- **Affirmative action expands our talent pool** by working to correct systemic inequalities and ensure fair access
- Affirmative action has everything to do with HOW, WHERE, and WHY we adapt our outreach and recruitment, hiring and onboarding, engagement, retention, and promotion practices
- A true meritocracy requires equal opportunity

Positive Impact



- **Affirmative action is part of our governor's commitment to building a more equitable state and prosperous future for every Oregonian.**
 - This is a universal goal.
- **Tailored strategies (aka affirmative action) may focus on:**
 - Black communities, Latinx and/or Hispanic communities, Indigenous communities, Asian communities, and other racial or ethnic groups
 - Women
 - People in LGBTQ+ communities
 - People with disabilities
 - Veterans
 - People from economically marginalized communities



About Affirmative Action

- As used in **ORS 243.305**, “Affirmative action” means a method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities.
- Directive under **Executive Order 22-11** for the Office Cultural Change to collect and use data to produce and distribute a biennial report to the Governor, the Legislature, and key interest groups.
- This report is divided into **three sections**:
 1. Workforce Demographics
 2. Discrimination in the Workplace
 3. Procurement Equity



AFFIRMATIVE ACTION REPORT

Department of Administrative Services
OFFICE OF CULTURAL CHANGE 3/05/2025

Key Takeaways

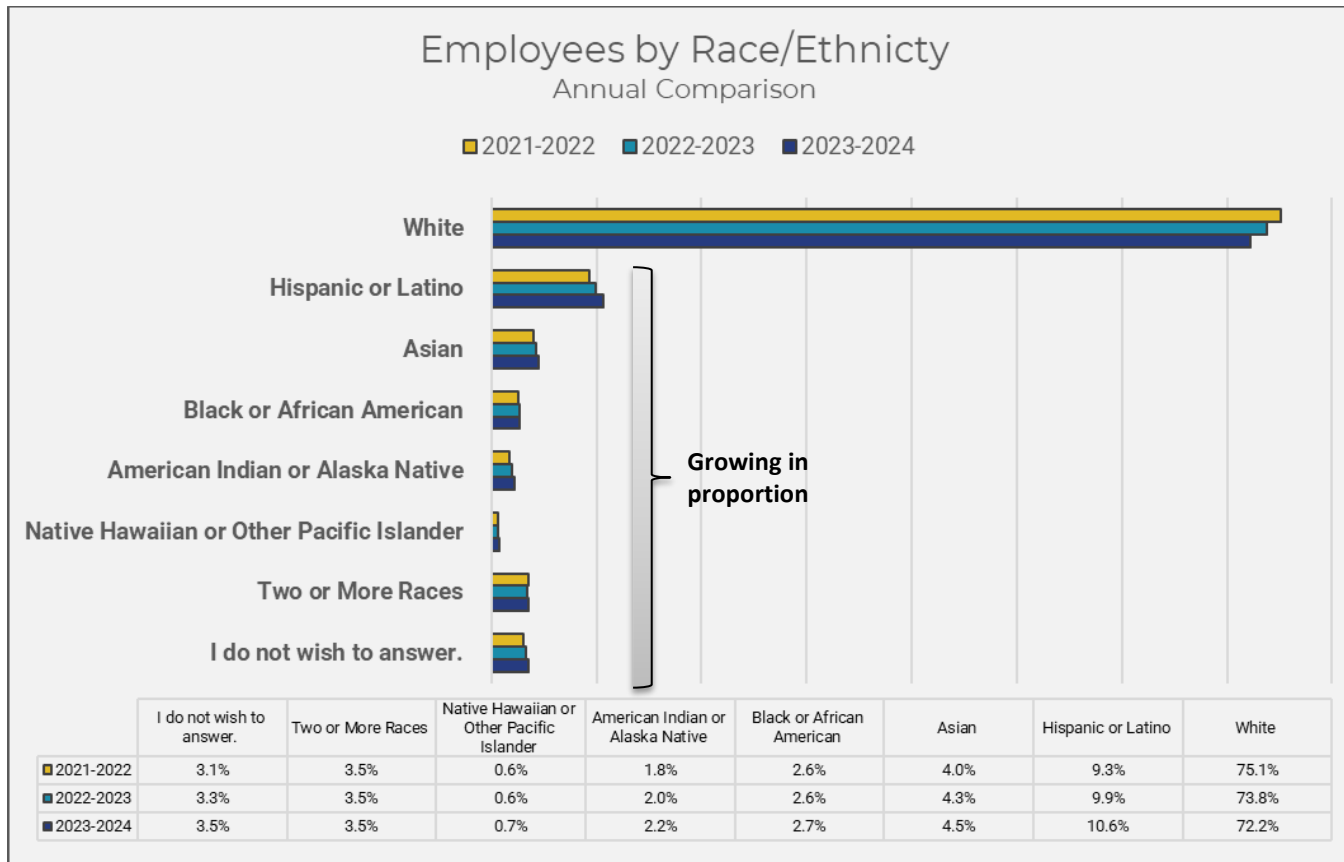


Workforce Demographics

- Diversity is increasing in our workforce from 2021-22 to 2023-24, although employees of color continue to be under-represented in the job categories of Skilled Craft, Official and Administrator, and Manager/Supervisor roles
- Separation rates are decreasing overall, although separation rates are higher than average for Black employees
- Separation rates have remained at or above 18% for Black female employees

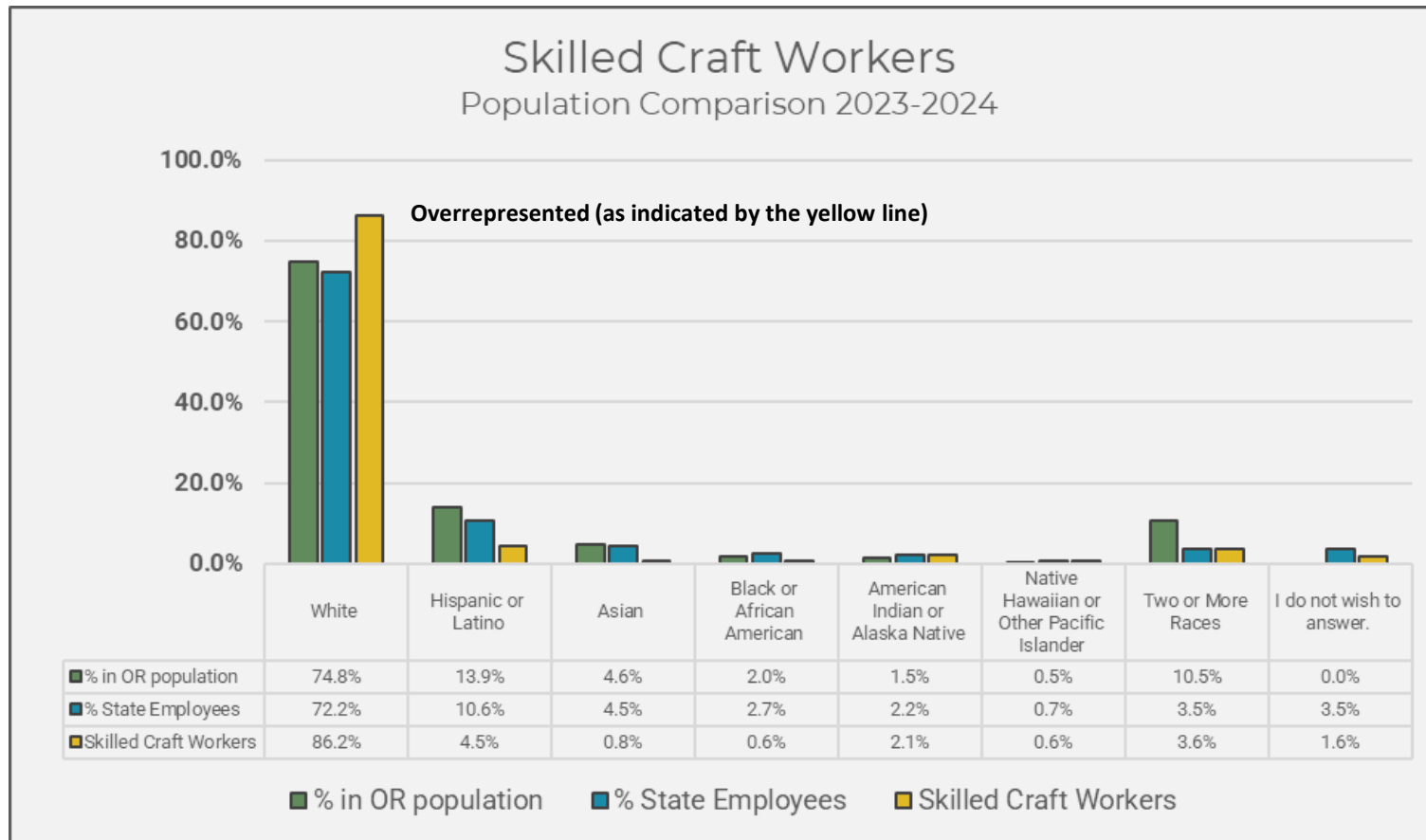
Workplace Demographics

The State Labor Force



Demographic shifts in the workforce reflect broader trends in Oregon's population. Growth in representation – though incremental – signals progress toward a more inclusive state workforce.

Job Categories

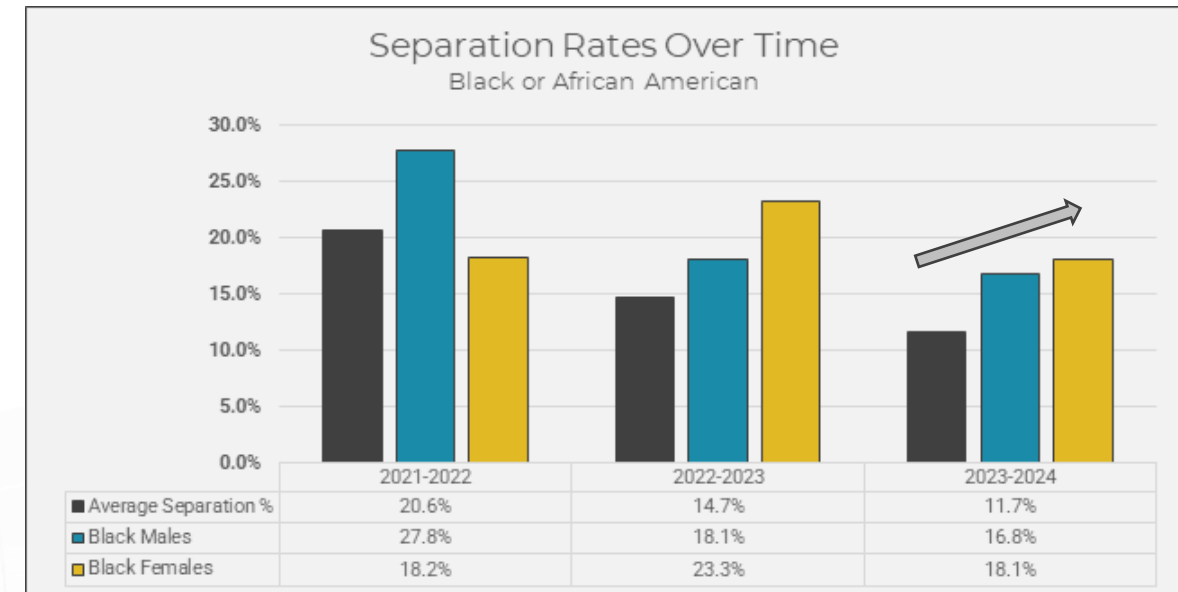
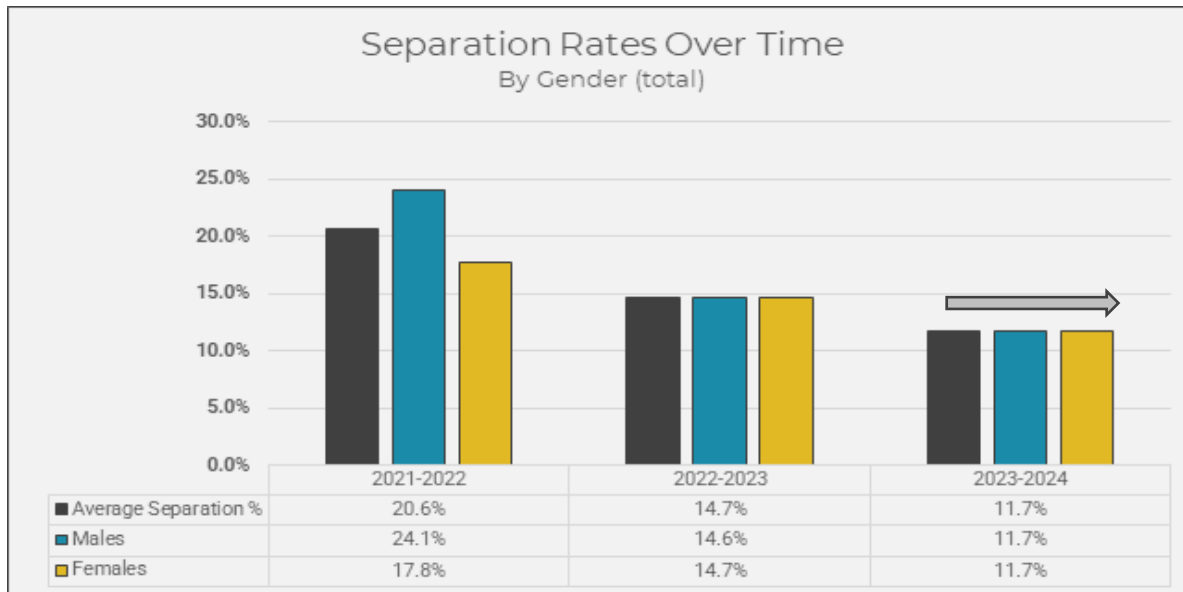


Job clustering patterns suggest disparities among certain career paths. Understanding what drives these trends – whether recruitment practices, or career mobility – can help inform targeted workforce strategies.

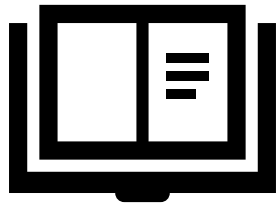
Separation Rates



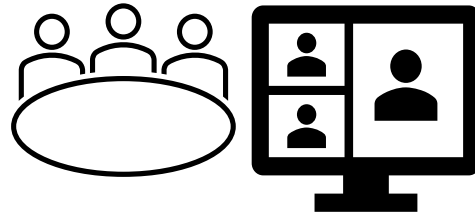
While overall separation rates have improved from 2021-2022, Black employees – particularly Black women – continue to leave at higher rates. Identifying the factors behind these trends is essential for improving retention and workplace equity.



What is Next



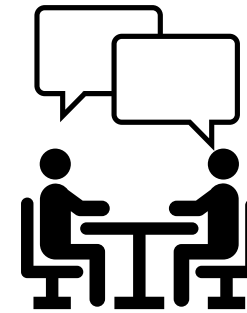
We will share
report with you
next week



Office of Cultural
Change will
socialize report
with key interest
groups



Form work group
to explore
recommendations
and next steps



Explore
recommendations
and next step
actions

Thank you! Questions?

Contact information:

cultural.change@das.oregon.gov



RJC Legislative Endorsement Guidance

1. Identification of Advocacy Priorities

- Committee members identify an advocacy priority item from their respective workplans.
- Complete an initial cross-check of bills that committees want to advance for endorsement with the bill scores from the Governor Office Advisors.
- Items not included in workplans may still be considered but must go through the same approval process that established the committee workplans.

2. Committee Approval of Advocacy Priorities

- The committee votes to advance the item for advocacy, including the specific action to be taken, such as:
 - Letter writing
 - Testifying (in-person, virtually or written)
 - Monitoring legislative activity
- Approval requires agreement from 2/3 of all committee members before moving the item forward to the full RJC for endorsement consideration.
 - If 2/3 agreement is not reached, the item cannot proceed.
 - A committee member may request reconsideration at the next scheduled committee meeting if they believe additional discussion or support may resolve the disagreement.
 - If 2/3 agreement is not reached after the reconsideration discussion, the item is dropped from further consideration.

3. Letter Drafting Process and Approval

- If the proposed action involves a letter, the following steps apply:
 - **Drafting Responsibility:** The committee must assign a member to lead the letter drafting process. The Racial Justice Council Advisor shall notify the Governor's Office Legislative Team and appropriate Advisor(s) of the committee's intent to draft a letter, including the proposed subject matter, intended audience, and submittal date.
- If the letter is intended to be submit as written testimony at a legislative committee meeting, the letter drafting process must begin with a minimum of one week in advance of the closure of the open record window. If a committee is unable to submit written testimony during the open record window, the letter will be sent electronically to the legislative committee members. Written testimony can be submitted up to 48 hours after the meeting's scheduled start time.
 - **Internal Review:** The draft is shared electronically for a 24-hour review period within the committee.
 - **Committee Feedback:** Any suggested edits or revisions must be submitted within the review period.
 - **Submission for RJC Review:** Once finalized, the letter is electronically submitted to the full RJC for endorsement.
 - **RJC Endorsement Vote:** The RJC will have 24 hours to vote to approve the letter or request further revisions. The committee lead can respond to requests for revisions within the review period. If revisions are needed, the process repeats until an approved final version is reached. A 2/3 majority result is required of all members for RJC endorsement.
 - **Governor's Office Review:** The letter must be reviewed by the Governor's Office Legislative Team and appropriate Advisor prior to submittal.

4. Testimony Drafting Process

- If the proposed action involves testimony, the following steps apply:
 - **Testimony Responsibility:** The committee must assign a member to lead the testimony process. The Racial Justice Council Advisor shall notify the Governor's Office Legislative Team and appropriate Advisor(s) of the committee's intent to testify, including the proposed subject matter, intended audience, and testimony date.
- Drafting of testimony comments before a legislative committee meeting must begin with a minimum of one week in advance of the meeting.
 - **Internal Review:** The draft of the testimony is shared electronically for a 24-hour review period within the committee.
 - **Committee Feedback:** Any suggested edits or revisions must be submitted within the review period.
 - **Submission for RJC Review:** Once finalized, the testimony draft is electronically submitted to the full RJC for endorsement.
 - **RJC Endorsement Vote:** The RJC will have 24 hours to vote to approve the testimony draft or request further revisions. The committee lead can respond to requests for revisions within the review period. If revisions are needed, the process repeats until an approved final version is reached. A 2/3 majority result is required for RJC endorsement.
 - **Governor's Office Review:** The testimony draft must be reviewed by the Governor's Office Legislative Team and appropriate Advisor prior to the legislative committee meeting date.

5. RJC Full Council Endorsement Process

- The RJC co-chairs present the item electronically to the full RJC.
- The RJC votes on endorsement within a 24-hour turnaround.
- To move forward, the RJC must reach 2/3 approval.

6. Post-Endorsement: Tracking & Reporting

All advocacy actions will be tracked in the RJC priorities tracker.

Addendums to the RJC Endorsement Process

Addendum A: Expiration of RJC Endorsements

Advocacy items may sometimes experience delays due to legislative changes, shifting priorities, or external factors. This addendum sets a clear timeframe for how long an RJC endorsement remains valid.

1. Endorsements remain valid until the end of the current legislative session unless otherwise specified at the time of approval.
2. If an endorsed advocacy item is not acted upon within the session, it must be reapproved by both the committee and the full RJC before moving forward in a future session.

This ensures that RJC-endorsed advocacy remains relevant, intentional, and aligned with current policy needs.

Addendum B: Acting as an RJC representative

If an RJC member provides verbal testimony to a legislative committee, members must clearly state whether they are participating in a personal capacity or as an official RJC-endorsed representative.

1. The Racial Justice Council and Committees do not vote on advocacy efforts of members not participating in an official RJC capacity.
2. A RJC member may advocate on their own behalf as an individual but should make sure not to blur the lines. Individuals in this situation should not assume that others are making the distinction – so proactively define the difference.

Definitions:

Open record window

1. Written testimony may be submitted for a bill or executive appointment scheduled for a public hearing or for a topic scheduled for public comment. Testimony must be received within 48 hours after the start time of the committee meeting.

Written testimony is public information and will be posted on the Oregon Legislative Information System (OLIS) website. Personal information in written testimony and in the submission form (except email addresses) is posted to OLIS and accessible to all major search engines, including Google, Bing, and Yahoo. DO NOT include any personal information that you do not want made available to the public, such as your address, phone number, or health history.

Template for Written Advocacy of RJC to Legislators:

This serves as a template when advocating on behalf of the RJC. Please keep in mind that legislators typically only read one page of any advocacy, so the more concise the better. Try to keep any advocacy letter to one page.

From: Full Name

Name of Intended Recipient

Title

Address

City, State, Zip

Dear [Name of Recipient]

[Brief introductory paragraph stating purpose and explain who is writing the letter, on behalf of whom]

- The Racial Justice Council provides communities that have been historically excluded from decision-making tables more meaningful access to and a voice in the policy making that directly impacts the lives of Oregonians of color.

[Briefly explain what you are advocating]

- This can be in bullet format

[Closing: Explain the “why” you are advocating and your desired outcomes]

Signed by you on behalf of the RJC

C.C. [other members of the legislative committee]

Governor priorities:

- **Housing bills:**
 - HB 3644 - Establish state shelter program
 - HB 2139-2 - Establish Tribal housing grant program
 - SB 814 - Expand access to long-term rent assistance for youth
 - HB 2138 - Middle Housing Bill
 - HB 3031 - Establish a Infrastructure for Housing program
- **Education bills:** Increasing school funding and K-12 accountability
 - **HB 2140:** Updating CSL Projections for the State School Fund
 - SB 141 (HB 2009): K-12 Accountability
- **Behavioral Health:**
 - **SB 142** is the Governor's priority bill on **behavioral health workforce**.

Other key issues:

Transportation package - By way of brief background, the state relies on gas tax receipts combined with fees on vehicles and freight haulers to form the State Highway Fund, which then distributes money to transportation agencies across the state.

Provider tax (HB 2010)

Oregon last passed a provider tax in 2019 to protect the state's Medicaid expansion – including 400,000 children, as well as seniors and people with disabilities – who otherwise could not afford a doctor's visit and are often forced to go to the emergency room when they are sick.

Wildfire funding

There was legislative direction in 2024 for a workgroup to convene to determine funding solutions for wildfire seasons.

State of Oregon

2024 Racial Justice Council Report



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Acknowledgment of new and returning RJC and Committee members

Chair, Governor
Tina Kotek
Marin Arreola
Jesse Beason
Tristen Edwards*
Maria Elena "Meg"
Guerra*

Mark Jackson*
Reyna Lopez
Jan Mason
Kim McCarty*
Ana Molina*
Tiffany Monroe
Marcus Mundy

James Parker*
Jenny Pool-Radway
Cynthia Richardson
Josie Silverman-Mendez*
Paul Solomon*
Angela Uherbelau
Annie Valtierra-Sanchez

Marisa Zapata
Jimmy Howard*
Shay Huber*
Latiffe Amado*
James Cadon*

*New Members

RJC Annual Report Workgroup

Marin Arreola
Tristen Edwards
Evann Goss-Lemelle
Maria Elena "Meg"

Guerra
Mark Jackson
Reyna Lopez
Kim McCarty

Ana Molina
Tiffany Monroe
James Parker
Josie Silverman-Méndez

Paul Solomon
Annie Valtierra-Sanchez

RJC Annual Report Contributors

Andre Bealer
Carlee Justis
Javier Cervantes

Bryan Longoria
Anca Matica
Kate Nass

Jennifer Purcell
Alaí Reyes-Santos
Brian Rüdiger

Taylor Smiley Wolfe
Yasmin Solorio



Message from the Governor

Since my first day in office serving as your Governor, I have focused on urgent action on the issues of top concern for Oregonians – because I believe in the great potential and promise of our beautiful state. Our state’s strength lies in the richness of our diverse cultures, backgrounds, and perspectives, quilted together to create community, creativity, and innovation. As Governor, I have made it a point to reach out and work with a broad coalition of Oregonians, particularly those who come from vulnerable and underserved communities.

One of my greatest joys over the past two years has been getting to engage with Oregonians in their communities – from the farmworker community in Hermiston advocating for safe drinking water to Portlanders seeking to dismantle the systemic racism that has prevented Oregonians of color from finding secure and stable housing for too many generations. I leave each conversation with community members optimistic, strengthened with ideas about how the state can do better.

As proud as I am of Oregon, I recognize that our state has a legacy of exclusionary policies and practices that result in substantial disparities and barriers, hindering access to opportunity, a sense of security, and physical and psychological well-being for our state’s immigrant and refugee communities, Native Americans, and all communities of color. Progress on closing these disparities requires intentionality, intervention, and clear direction.

Every Oregonian should live in a reality where they have affordable housing, access to behavioral health care, and an education and early learning system that prepares Oregon’s children for successful futures. Each of these priority areas should be viewed through an equity and racial justice lens. My administration will utilize the tools at our disposal to create sound policy that reaches the most vulnerable among us by actively engaging communities that have historically not been at decision-making tables.

Since 2021, the Governor’s Racial Justice Council has been a cornerstone in the state’s efforts to expand opportunities and remove barriers for disadvantaged and underserved communities in Oregon. The Racial Justice Council has provided me and my advisors with guidance and recommendations in critical areas across state government. Council members have been instrumental in developing priorities within my 2025-2027 Recommended Budget. As part of the development of my 2025-2027 Recommended Budget, state agencies were required to provide Racial Equity Impact Statements (REIS) and a Diversity, Equity, and Inclusion Plan with their requested budgets, which were then reviewed by Council members. This year, unlike in the past, over 80 agencies participated in submitting these critical statements.

The Racial Justice Council’s breadth and depth of expertise has embedded equity and community engagement into the work of my administration. This report serves as a vignette of the Council’s work and engagement over the last year. Lasting change is only possible when it’s driven by the people. As Governor, I am committed to being a leader, a partner, and a listener who makes the work of the people more responsive and accountable to the diverse needs for those who call Oregon home.



Governor Tina Kotek

Tribute to RJC member Patsy Richards



The Racial Justice Council lost one of its champions in 2024, Patsy Richards. Patsy was a beacon of hope and a tireless advocate for health equity. She played an instrumental role in the development and passage of Future Ready Oregon, the state's historic 2022 investment in equitable workforce education and training

opportunities. She dedicated her life to the pursuit of fairness in healthcare while upholding causes that ensured the most vulnerable among us had a voice. Her work was not just a job; it was a calling, one that she answered with passion, love, integrity, and unwavering commitment.

The RJC is grateful for Patsy's endless positive energy, always sporting a flower behind one ear, infectious smile, and unapologetic passion for equity of opportunity. She was a warm presence and her kindness, compassion, and love for people was palpable. Patsy was a source of inspiration, hope, and optimism. Her advocacy and volunteerism made a real difference for marginalized communities.

Through her efforts, countless lives were touched, and significant strides were made toward a more just healthcare system. Patsy's legacy is one of relentless pursuit of justice for Oregon's most

vulnerable people. Her leadership will have an indelible impact for years to come. She was a fierce advocate for continuous improvement, questioning the status quo and approaching our work with a keen scrutiny towards equity of impact and outcomes.

Her career as Director for Long-Term CareWorks at RISE Partnership was one of dedication to service. Patsy served Oregon as a member of the State Workforce and Talent Development Board (WTDB) and she was co-chair of the WTDB's Continuous Improvement Committee, as well as serving as a member of the Higher Education Coordinating Commission's Healthcare Industry Consortium. Patsy was a respected member of the Governor's Racial Justice Council (RJC) and co-chair of the RJC's Health Equity Committee. She also served as a member of the Bureau of Labor and Industries Apprenticeship and Training Council.

Patsy moved from Alabama to Portland in February 2020 to begin RISE's Long-Term CareWorks program. Her belief in doing hard things was exemplified when she chose to move cross-country to start at RISE, then a brand-new start-up organization, during a global pandemic. She leaned in and tirelessly worked to better the lives of Oregonians wanting a fresh start and career path in long-term care.

Today's RJC members benefit from Patsy's legacy and light which continues to illuminate the path for those of us striving for equity and racial justice in Oregon.



An explanation of the “Committee pause” (January to March) and new meeting schedule

In the final quarter of 2023 the Equity and Racial Justice Office experienced personnel transitions with the departure of both the Equity and Racial Justice Director and the Racial Justice Council Policy Coordinator. While unfortunate, the transition allowed for a reassessment of how the Equity and Racial Justice team would meaningfully continue partnering with the Racial Justice Council and Committees to further the collective goal of advancing equity and racial justice in Oregon.

The Governor Office, in collaboration with members of the Racial Justice Council conducted a recruitment process for a new Equity and Racial Justice Director position. In February of 2024, Andre Bealer was appointed by the Governor to serve in the role.

With a new director in place, the Equity and Racial Justice team initiated a recalibration of the Racial Justice Council and Committees.

The team began by conducting an assessment of Committee membership and opening an application process for new members. Next, a new meeting cadence was finalized and the RJC began its new bi-monthly meeting schedule in May 2024. The RJC Committees began meeting in the off months on the same bi-monthly cadence.

Upon completion of the recruitment of new members and the establishment of a new meeting structure, the foundation for the continuation of the Council's work was laid and activities resumed. For the remainder of 2024, the Council and Committees focused on setting priorities for each relevant policy area, developing work plans to guide the work ahead and meeting with agencies and Governor's Office Advisors to provide recommendations to be included in the development of the Governor's Recommended Budget.

Racial Justice Council Vision Statement:

The Racial Justice Council expands opportunities for members of underserved and vulnerable communities that have been historically excluded from decision-making tables to engage in meaningful ways and offer expertise in policy making that directly impacts the lives of all Oregonians, particularly those from the state's immigrant and refugee communities, Native Americans, and all communities of color.

The Council and its Committee members advise the Governor across an array of areas, including housing and homelessness, education, health equity, economic opportunity, criminal justice reform, environmental equity, and on legislative actions, executive orders, and state government policies, budgets, programs, and implementation.



Racial Justice Council Highlights

The Racial Justice Council has continued its work with the Governor's Office to advocate for equitable policy and program outcomes. The Criminal Justice Reform Committee successfully championed for funding of the restorative justice grant program through the Criminal Justice Commission. The program provides public and private entities with financial support for restorative justice programs, a community-based alternative to the criminal and juvenile legal systems. The Environmental Equity Committee endorsed a \$1 million restoration of funds appropriated to establish a place-based community centered program to address water needs of Black, Indigenous, Tribal, rural and communities of color by addressing water quantity and quality. Throughout the year it has been a focal point to introduce new agency directors to members of the Racial Justice Council. It is important to establish connections so members of the Council have the opportunity to know their partners and strengthen

relationships. Oregon Health Authority Director, Dr. Sejal Hathi, Department of Corrections Director Mike Reese, and Oregon Department of Emergency Management Director Erin McMahon all met and engaged with the Racial Justice Council.

Over the last six months, much of the Council's energy centered on providing feedback and recommendations to support the development of the Governor's Recommended Budget. RJC Committees met extensively with agencies to review budgets and policy option packages.

Lastly, the RJC hosted Senate President Rob Wagner and House Speaker Julie Fahey, to hear directly from the state's legislative leadership on their roles, responsibilities, priorities, vision and goals for the 2025 legislative session. Through this process, Committees established priority goals and developed work plans to focus their efforts on furthering equitable outcomes during the upcoming legislative session and through 2025.

RJC Committee Highlights

Criminal Justice Reform Committee

Although the Criminal Justice Reform Committee (CJRC) did not formally meet in the first quarter of 2024 due to Committee pauses, it did not stop work from taking place. The Committee stayed committed to supporting efforts such as restorative justice programming through the Criminal Justice Commission (CJC). The CJRC also supported restorative justice efforts at the Oregon State Penitentiary, focusing their efforts in two primary areas. First, by organizing an Anti-Crime Summit. Secondly, through the creation of a restorative justice based curriculum aimed at preventing instances of domestic violence for incarcerated individuals who are released back into the community.

In addition to these efforts, the CJRC added a new co-chair in 2024, Tristen Edwards. Together with co-chair Paul Solomon, they assisted in the recruitment of five new members to serve on the CRJC that helped finalize the Committee's 2025 priorities and budget recommendations to Governor Kotek.

Restorative Justice Grant Program

The RJC Criminal Justice Reform Committee supported the effort to fund the Criminal Justice Commission's Restorative Justice Grant Program (RJGP) urging the allocation of \$4 million for the RJGP in 2024. In 2021, the Committee engaged in extensive discussions regarding the future of criminal justice reform and the path to a more equitable and effective criminal justice system.

Restorative justice is a survivor centered approach to accountability that focuses on meeting the needs of the person who has been harmed and on promoting accountability for the person responsible for the harm. These programs inspire responsible parties to be active participants in their own accountability, by requiring them to face the impacts of their actions and, to the extent possible, repair the harm caused.

“Serving on the Racial Justice Council has been a unique opportunity to address systemic issues of racial justice in the criminal/legal system. We know that BIPOC Oregonians are over-policed and experience disparate outcomes in just about every aspect of the system. The Racial Justice Council’s Criminal Justice Reform Committee has spearheaded reform legislation and championed policies and practices, like restorative justice, justice reinvestment, expungement reform, and police reform that are making Oregon a safer place to live for all Oregonians.”

–Paul Solomon, Criminal Justice Reform Committee Co-Chair



Department of Corrections Subcommittee and Adults in Custody

The Criminal Justice Reform Department of Corrections Subcommittee, supported the work of the Oregon State Penitentiary’s Restorative Justice (RJ) Group. The RJ Group was founded over a decade ago by a group of incarcerated men, including Sterling Cunio, who is now a member of the Criminal Justice Reform Committee. Mr. Cunio has helped the DOC Subcommittee understand and be responsive to the needs of adults in custody (AICs) and played an instrumental role in identifying key Subcommittee priorities. In 2024, the Subcommittee supported members of the RJ group in doing outreach for the Anti-Crime Summit. The Subcommittee also facilitated a partnership with the NYU Center on Violence and Recovery to develop a restorative justice based curriculum aimed at preventing future instances of domestic violence.

Anti-Crime Summit at Oregon State Penitentiary (OSP)

The incarcerated members of the Restorative Justice Group developed the idea to host an Anti-Crime Summit with the goal of engaging community leaders in a day of conversation and group discussion related to crime prevention and healing. The Summit objectives were as follows:

1. Develop working relationships between Adults in Custody (AICs) and the community to reduce the nature and number of crimes and violence.
2. Enhance the awareness of the circumstances by which crimes occur by identifying behaviors and attitudes that predispose individuals to commit criminal acts.
3. Develop prevention/intervention treatment and training strategies aimed at reducing youth crime and violence.
4. Explore and develop meaningful ways in which transformed AICs can make meaningful contributions to the outside community.
5. Increase access to peer mentors and credible messengers.
6. Increase access to Restorative and Transformative Justice programming by mandating and establishing Restorative and Transformative Justice principles in all Oregon prisons.

The Department of Corrections Subcommittee played a supportive role and assisted the Restorative Justice group in identifying and contacting invitees, including legislators, members of the Governor's office, and people in the restorative justice community. Subcommittee members helped liaise with the local Toastmasters chapter in planning the event.

After several months of planning discussions and outreach, the Anti-Crime Summit took place on April 19th, 2024. Members of the Subcommittee and policy leaders spent the day at Oregon State Penitentiary (OSP) learning, connecting, and finding common ground with other community leaders and incarcerated people. DOC Subcommittee Chair, Tristen Edwards, and Racial Justice Council Advisor, Javier Cervantes, presented to the group on the work of the Racial Justice Council. Topics touched on issues related to healing, accountability, experiences of survivors of harm, and the importance of credible messengers.

Partnership with NYU: Circles of Peace and Preventing Instances of Domestic Violence Upon Release

A priority of the RJ Group has been to find restorative ways to prevent domestic violence for incarcerated individuals who are released back into the community. The RJ Group informed the Subcommittee of a troubling trend they have observed, as they have watched individuals incarcerated for non-domestic violence offenses return to prison charged with crimes related to domestic violence. They asked the Subcommittee for assistance in addressing this issue and developing restorative justice based interventions that can help combat the negative effects of prison culture and prevent future violence towards intimate partners and other family members.

The identification of this need led to the development of a relationship with the NYU Center on Violence and Recovery (CVR), which has founded and continues to develop a model of restorative justice that is specific for intimate partner violence. The model, Circles of Peace, has 20 years of research backing its efficacy and the DOC Subcommittee was thrilled to have

the support of NYU in creating the program at OSP. NYU regularly attended meetings over the course of a year to co-create a domestic violence prevention program based on the Circles of Peace model. In August, the Executive Director of NYU's CVR, Krystal McLeod, traveled to Salem to conduct four days of training with the RJ Group.

Ms. McLeod plans to return to Salem in February prior to the program's launch to continue that training and to help put the finishing touches on the curriculum, which is currently being fine-tuned by the RJ group.

Criminal Justice Reform Committee Priorities

The following are the priorities the Criminal Justice Reform Committee moved forward as recommended focus areas to the Governor. These priorities allow the Committee to create a work plan in 2025 and therefore coalesce and focus its energy going into the new year.

1. Restorative Justice- Policy Option Package (POP) 106 and associated Criminal Justice Commission (CJC) Policy Bill that supports inclusion of the Restorative Justice Grant Program in the CJC's current service level (CSL).
2. DOC (POP 202)-GIPA: Body Scanners (increase to five vs the proposed two)
 - a. Fund Gender Responsive Manager and Transgender Coordinator
 - b. Potentially cut other staffing recommendations, particularly ones that appear quasi security staff or ones that are not responsive to the advisory Committee. Encourage DOC to find room in pre-existing budget for additional costs.
3. Funding crisis in OPDC: critically important to continue increasing funding to public defense as we make up for decades of under funding and the unrepresented crisis that has resulted.
4. Expungement Reform
5. Justice Reinvestment Equity Program: included in the Governor's recommended budget and support associated policy bill that would make it a part of the CJC's CSL.

Economic Opportunity Committee

“The Governor’s Racial Justice Council has opened doors for traditionally marginalized communities, giving us a platform to actively participate in shaping policies and budgets that impact our lives. This collaboration isn’t just about representation; it’s about creating real, measurable change that reflects the needs and dreams of all Oregonians. I’ve seen firsthand how this initiative empowers voices that have long been unheard and fosters a more inclusive, equitable future. Together, we are laying the groundwork for a state that truly supports each of us in every corner of our community.”

–James Alan Parker, Economic Opportunity Committee Co-Chair

Over the years, the Economic Opportunity Committee (EOC) has centered its efforts on addressing accountability, improving access to technical assistance and ensuring the State is advancing priorities identified by communities, focused on providing better service to underserved and marginalized communities. The subsequent priorities guide the EOC in its efforts to provide accountability and oversight that advance programs like COBID, Future Ready Oregon and the Economic Equity Investment Program (EEIP).

The Committee created a workgroup to study and evaluate the outcomes of Executive Order (EO) 22-15 and provide recommendations for continued improvements. The Committee is also working to address workforce challenges concerning the construction and health care industries. The Committee has identified these sectors and ones that would improve outcomes through additional collaboration and establishing goals using an equity lens.

EOC Co-Chair James Parker joined Co-Chair Jan Mason on the Racial Justice Council as the Committee membership also added five new members to the EOC.

Economic Opportunity Committee Priorities

1. Data and response to the 2023 State of Oregon Disparity Study
2. Business Oregon DEI/Strategic Plan.
3. Executive Order-22-15 accountability review.
4. Subcommittee on construction & behavior health workforce.
5. Future Ready Oregon accountability review.



Education Committee



“I serve on the Racial Justice Education Committee because it allows me to actively contribute to ensuring all students, regardless of background or identity, have equal access to quality education by advising leaders on policies, practices, and initiatives that address systemic inequities.”

—Cynthia Richardson, Education Committee Co-Chair

The Education Committee (EC) has provided feedback on a fiscal transparency dashboard to further accountability in how funds are used across school districts. The primary goal of these discussions was to create a dashboard that is relevant and easy to utilize for communities. In helping the Oregon Department of Education with the dashboard tool, the Committee recommended the addition of information like workforce demographics in relation to student body demographics.

The Education Committee has engaged in discussions regarding designated civil rights personnel in each school district, which included an update on what were districts hiring requirements for civil rights staff and the current status of those hires. For districts who had not yet initiated hiring civil rights staff, the Committee requested information on hiring plans, timelines, and mechanisms for accountability.

This year, the Committee saw the addition of four new members and the appointment of Committee co-chair Mark Jackson, who joins co-chair Cynthia Richards on the Racial Justice Council. The Education Committee members reviewed agency budgets and policy option packages, to identify Committee priorities, which served as guidance during the development of the Governor’s Recommended Budget.

Education Committee Priorities

1. Closing Opportunity/Achievement Gaps
 - a. Workforce Diversity (Recruit and Retain, Promote Staff of Color)
 - b. Special Education Profession Retention
 - c. Early Childhood and Dual Language
 - d. Literacy and Math
 - e. Summer Learning
 - f. Attendance
2. Increasing State Commitment to Historically Underserved Students
 - a. Elevated Student Success Plans
3. Supports for Behavior Health/Mental Health
 - a. Eliminating Disparities in Mental and Behavioral Health
4. Safety & Sense of Belonging
 - a. Affirming Spaces
 - b. Connections & Relationships
 - c. Accountability
 - d. Bias Incident Response

Environmental Equity Committee

“The RJC is the only space focused on addressing issues directly through the lens of race—a reality often disregarded in Oregon’s past and present. While various approaches exist in the field of environmental justice, our Committee uniquely confronts the specific challenges facing communities of color and other defined environmental justice communities. Through the combined leverage of the RJC and the Governor’s Office, we are committed to driving meaningful and lasting change.”

**–Tiffany Monroe, Co-Chair RJC
Environmental Equity Committee**

The Environmental Equity Committee (EEC) has been a key supporter in reestablishing community program funding on the issue of water equity. The Committee acted as a thought partner in how best to navigate the process to assist organizations in securing these funds. The EEC had been following the re-appropriation of \$500,000 of emergency related water equity funding in the 2023 end-of-session budget bill. Due to Oregon’s critical need for continued water equity support funding the Committee requested a complete restoration of the remaining \$1 million that was reduced in the previous biennium for water equity funding.

Water Equity

In 2021, the Environmental Equity Committee successfully advocated for a \$1.5 million appropriation in the Governor’s Recommended Budget to “establish a place-based community centered program to address water needs of Black, Indigenous, Tribal, rural and communities of color by addressing water quantity and quality [and to] to assess hydropower resilience within Tribal communities.” As a result, \$1.5 million was provided

by the Legislature to the Oregon Water Resources Department (WRD) in 2021. Unfortunately, WRD was unable to disburse these appropriated funds due to a lack of spending authority. Thus, \$500,000 of the initially committed \$1.5 million was re-appropriated in 2023.

Through the advocacy of the Environmental Equity Committee and partners like the University of Oregon, and the Higher Education Coordinating Commission, other state agencies, and non-profit organizations, the funds were distributed in summer 2024. All funds for the program have been allocated for the 2023-2025 cycle.

New EEC Co-chair Ana Molina was invited to join the Racial Justice Council and serve alongside EEC Co-chair Tiffany Monroe. In addition to the restoration of the water equity funding and the appointment of Co-chair Molina to the RJC, the Committee identified five priorities and agencies with whom it would like to partner. Priorities were shared with Governor Kotek for additional insight as her recommended budget was being developed.

Environmental Equity Committee Priorities

1. Community Resilience Hubs with the Office of Emergency Management
2. Water Equity/Clean Drinking Water for Underserved Communities with the Oregon Water Resources Department
 - a. Support for hiring:
 - i. Two Communications Staff
 - ii. One Environmental Justice Position
3. Department of Agriculture: Pesticide Certification Education Curriculum in Multiple Languages
4. Support Oregon Department of Energy incentive program dollars and the Community Navigator Program
 - a. Targeting the most vulnerable people and populations.
5. Department of Land Conservation and Development
 - a. Budget
 - b. Climate Resiliency and Natural Hazard Planning
 - i. Ex. Wildfires

Health Equity and Human Services Committee

“By serving on the RJC and the Health Equity & Human Services Committee, I have an opportunity to impact state-level structures and systems to advance equity in Oregon. It is an honor and privilege to collaborate with colleagues from around the state who share a passion for racial justice work and to support Governor Kotek in her commitment to these efforts.”

– Josie Silverman-Méndez, Health Equity & Human Services Co-Chair

The first task this year, recognizing the omission of a key area of focus, the Committee updated its name to include Human Services (HEHSC).

Staff worked with Committee leadership on member recruitment and retention. Two new members were recruited and added to the Committee. The Committee also nominated a new co-chair to join Marin Arreola and to also serve on the Racial Justice Council. Josie Silverman-Méndez accepted the Governor’s appointment over the summer.

The bulk of the work for the HEHSC centered on hearing from the Oregon Health Authority (OHA) and the Oregon Department of Human Services (ODHS) on their recommended 2025-27 budgets and proposed policy option packages (POPs). Related to this, the HEHSC developed a workgroup to identify policy and budget priorities. The workgroup developed criteria utilized to inform recommendations to the Governor’s budget-setting process and prioritize POPs for funding. This criteria was brought to the HEHSC for review, feedback and approval, and included:

Health Equity and Human Services Committee Priorities

1. Access
2. Behavioral Health
3. Traditional Health Workers
4. Vulnerable Community Focused
5. Measurable Outcomes
6. Direct Investment in Services

Ultimately, the Governor’s Behavioral Health Workforce investments surfaced as a top priority. In addition, the HEHSC identified Health and Human Services Access, supporting Traditional Health Workers, and Coordinated Care Organizations (CCO) 3.0 Procurement as priority topic areas to be addressed over the next few years.



Housing and Homeless Committee

“The racial disparities in access to housing and income are due to the racial housing and job discrimination practices in Oregon. To address these disparities created by racism, it is critical that our state agencies have leadership from the Governor to support and encourage policies and practices that undo the harms of racial housing segregation. The Racial Justice Council Housing and Homelessness Committee invites the best housing and homelessness advocates in Oregon to support the Governor in this responsibility.”

–Kim McCarty, Co-Chair Housing and Homelessness Committee

The Housing and Homelessness Committee (HHC) added four new members in 2024. Both co-chairs, Maria Elena Guerra and Kim Marty joined the Racial Justice Council as well. Before discussing and engaging on new priorities, the HHC revisited its previous work to inform the process of setting new objectives that support the Governor’s goals. The work culminated in identifying the Committee’s priorities to inform the Governor’s Recommended Budget. The overarching theme for the Committee was to build capacity for culturally specific organizations.

As the Committee prepares to organize around its priorities, the hope is that the HHC elevates priorities by engaging in the 2025 legislative session. The Committee is focused on seeing meaningful results, equitable outcomes, and agency accountability in their efforts to support the development of culturally specific organizations.

Housing and Homelessness Committee Priorities

1. Culturally Specific Organizations
 - a. Moving from “Culturally Responsive” to “Culturally Specific” in the area of property management.
 - b. Prioritizing culturally specific affordable housing developers/operators/owners/service providers.
2. Maintenance of Effort
 - a. Oregon Housing and Community Services: Sheltering and rental assistance (tribal homeless investments, eviction prevention, sustaining re-housing, sustaining shelters).
3. Preservation and Not Losing Ground
 - a. Preservation of Oregon’s existing affordable housing (POPs 519 and 520)
 - b. Pre-Development
 - c. Technical Assistance and Resources POP 507
 - d. Land Acquisition POP 524 (protect culturally specific work)
 - e. Address the racial homeownership gap
 - f. Oregon Housing and Community Services POPs
 - i. Homeownership Development Incubator Program - Pkg 518
 - ii. Down Payment Assistance with OHCS Lending Pkg 521
 - iii. Down Payment Assistance with CRO Pkg 522
 - iv. Foreclosure Avoidance Counseling - Pkg 525
 - v. Manufactured Home Replacement Program - Pkg 527
 - vi. Homeownership Focused IDA Expansion - Pkg 528

Racial Justice Council Budget Process and Engagement

The Racial Justice Council and its Committee members advise the Governor throughout the budget development process with the goal of providing recommendations that increase access, accountability and equitable outcomes. While the Governor has final say, the RJC is offered the opportunity to lend insight and suggestions which guides its shaping.

The Governor's Office has been diligent and intentional about creating a process that is both informative and inclusive for the RJC and its Committee members. Seeking the input and the expertise of the RJC membership has been a vital component in the budget development process. To that end the Governor provided a framework that helped:

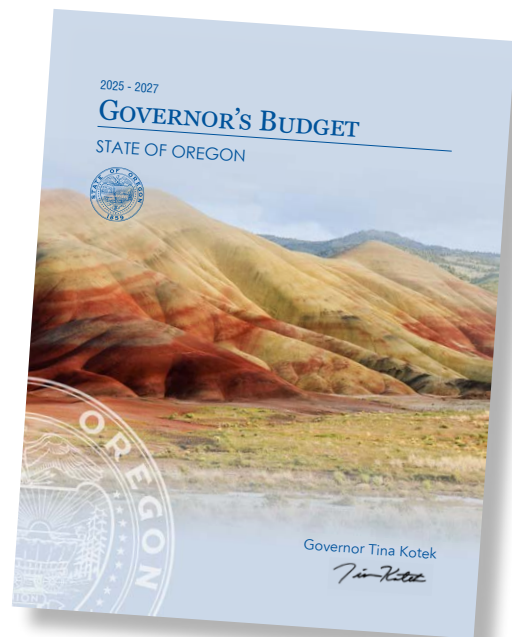
1. Provided direction to agencies on their Agency Request Budgets (ARBs);
2. Ensure the Governor's Recommended Budget is balanced, and meaningfully advances racial equity, especially in her initiative area investments.

Agencies were invited to present policy option packages (POPs), which are investments above the current service level budget, to solicit feedback focused on the racial equity goals and outcomes specific to each Committee.

An engagement timeline was created to guide the budget development process, which began in May. Periodically, program updates, financial forecasts and new information on policy priorities were provided throughout the process.

Following the initial engagement with the Racial Justice Council, the RJC Committees also had the opportunity to begin engagement in June to understand the budget context overview and plan for Agency Recommended Budget and POP previews. The following outlines the schedule of the engagement with the Racial Justice Council and the RJC Committees.

1. The Governor's Policy Advisors and Initiative Directors worked with Committee co-chairs to identify priority areas in preparation of June presentations from agencies.
2. In July, the RJC received the most current and updated budget landscape picture, which incorporated revenue forecasts and a synopsis of spending realities.
3. In August, RJC Committees were provided Agency Recommended Budgets (ARB) previews.
4. In September, Committees reported to the RJC on highlights from agency ARB and POP previews.
5. In October, RJC Committees convened to discuss and begin finalizing priorities and equity considerations for inclusion in the Governor's Recommended Budget.
6. In November, the GRB decision making process concluded.
7. The Governor's 2025-27 Recommended Budget was released on December 2, 2024.



RJC Priorities included in the 2025-27 Governor's Recommended Budget

The RJC and its Committee's priorities are important. It is also important to note the realities of current revenue conditions which have put constraints on the ability to fund everything at the desired level. The Governor has taken under advisement the recommendations from the Racial Justice Council and has put forward the following priorities based on the advice of the RJC.

Criminal Justice Reform Committee

Criminal Justice Commission:

CJC: Restorative Justice Grant Program (Pkg 106)

CJC: Justice Reinvestment Equity Program through NW Health Foundation

Oregon Public Defense Commission:

OPDC: Funding and eight positions for a financial and case management system (Pkg 101)

OPDC: Service Provider Rate Stabilization (Pkg 104); reduces Special Payment to OJD

Department of Corrections:

DOC: Gender Informed Practices Assessment (GIPA) funds for priority actions (Pkg 201)

DOC: Gender Informed Practices Assessment (GIPA) - 3 additional body scanners

Economic Opportunity Committee

Oregon Business Development Department:

OBDD: TA Underrepresented Businesses (Pkg 106)

Higher Education Coordinating Commission:

HECC: Future Ready Oregon ARPA continuation (Pkg 104)

Education Committee

Department of Early Learning and Care:

DELC: Birth to Five Literacy (Pkg 580)

Includes Dolly Parton and Kindergarten Guidelines

Oregon Department of Education:

ODE: Early Literacy: Grant in Aid for School Grants (Pkg 582)

ODE: Summer Learning for 2025 & 2026 (Pkg 584): addback scalable

ODE: Summer Learning for 2025 & 2026 (Pkg 584): addback scalable

ODE: Summer Learning Evaluation and Infrastructure (Pkg 585)

Teacher Standards and Practice Commission:

TSPC Early Learning: Early Literacy Evaluation and Preparation Staff (Pkg 580)

TSPC Early Learning: Literacy Position Reclass (Pkg 581)

Environmental Equity Committee

Oregon Health Authority:

OHA PH: Domestic Well Safety / LUBGWMA (Pkg 415)

Health Equity and Human Services Committee

Oregon Health Authority:

OHA OSH: Native Services (Pkg 414)

OHA Medicaid: HOP HRSN Benefits

OHA Central: Regional Health Equity Coalition Expansion (Pkg 411)

OHA Central: THW Customer Service, Workload and Tribal Training (Pkg 412 + Reshoot)

OHA Central: Health Equity Positions

OHA BH: Workforce Investments (Pkg 550)

OHA BH: Residential Capacity - Adult (Pkg 552)

OHA BH: Harm Reduction Clearinghouse (Pkg 551, \$32.8 million OF included on Opioid Settlement line item)

Oregon Department of Human Services:

ODHS CW: FOCUS Expansion (Pkg 111)

ODHS CW: Family First Prevention Services Implementation (Pkg 112)

ODHS SSP: Youth Experiencing Homelessness Program Core Maintenance (Pkg 502)

ODHS APD: Access for Individuals with Behavioral Health conditions (Pkg 560)

Housing and Homelessness Committee

Oregon Housing and Community Services:

OHCS Homelessness: Maintaining Shelters (Pkg 501)

OHCS Homelessness: Sustain rehousing (Pkg 502)

OHCS Homelessness: Sustain LTRA (Pkg 503)

OHCS Homelessness: Prevention Infrastructure (Pkg 504)

OHCS Homelessness: Prevention Financial Assistance (Pkg 505)

OHCS Homelessness: Tribal Housing - to become "block" grant (Pkg 512)

OHCS Public Admin Affordable Rental & PSH Development: LIFT (Pkg 515)

OHCS Public Admin Affordable Homeownership Development: LIFT (Pkg 518)

OHCS Homeownership: Homeownership Development Incubator Program (Pkg 518)

OHCS Homeownership: Down Payment Assistance with OHCS Lending (Pkg 521)

OHCS Homeownership: Down Payment Assistance with CRO (Pkg 522)

OHCS Homeownership: Foreclosure Avoidance Counseling (Pkg 525)

OHCS Homeownership: Manufactured Home Replacement Program (Pkg 527)

OHCS Other: Culturally Responsive Property Management (Pkg 530)

OHCS Preservation Expansion Physical and Financial Needs (Pkg 519)

OHCS Preservation Manufactured Parks (Pkg 520)

RJC Committee Membership

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Paul Solomon,
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Sterling Cunio*
Shay Huber*
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Natie Dutro
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Dr. Danny Jacobs
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Jackie Mercer
Amanda Newcomb
Albert Pacheco

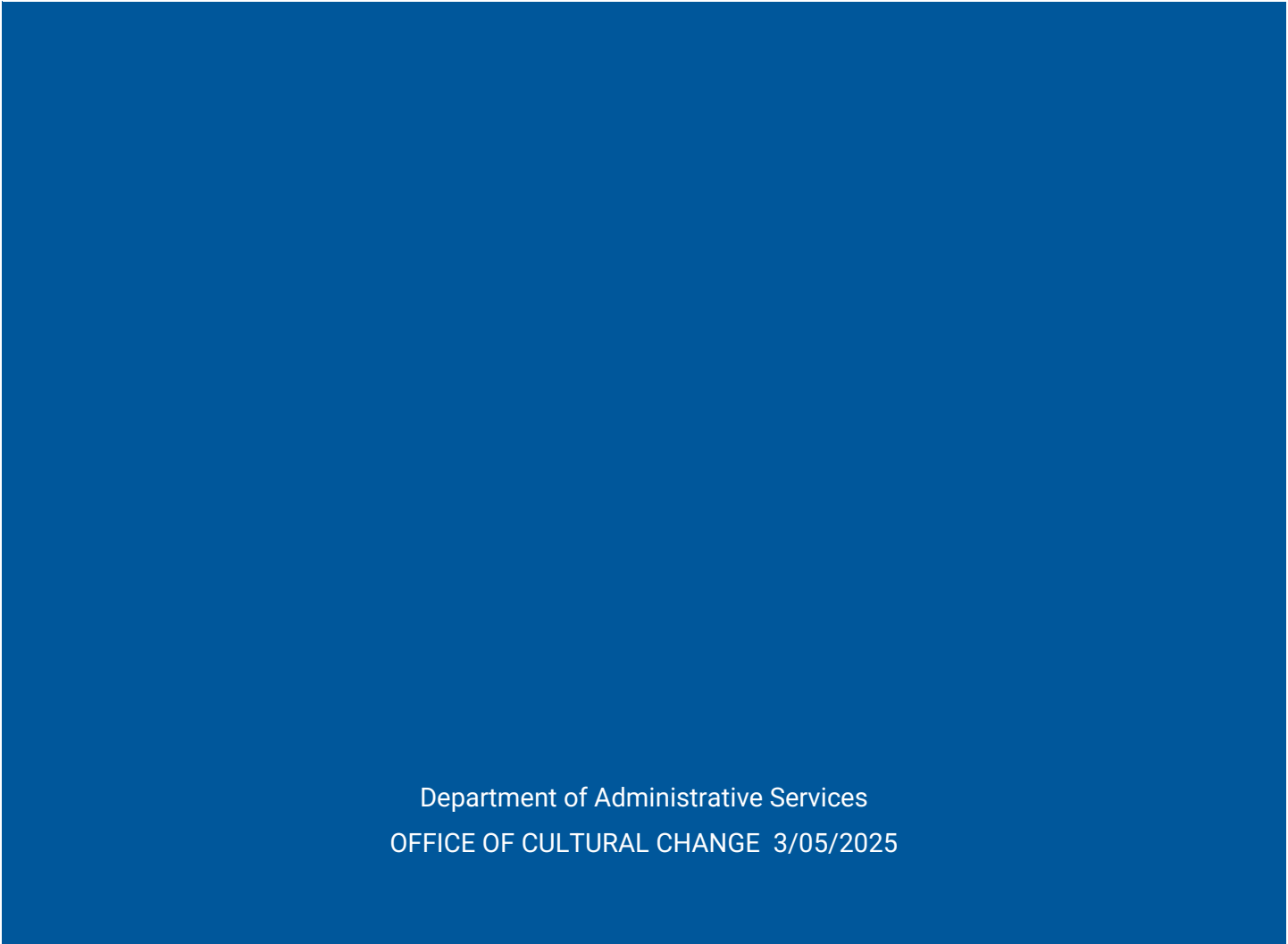
Olivia Quiroz
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SamiJo Difuntorum
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Pam Marsh
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Denetta Monk
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AFFIRMATIVE ACTION REPORT



Department of Administrative Services
OFFICE OF CULTURAL CHANGE 3/05/2025

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Executive Summary

This **Statewide Affirmative Action Report** reflects Oregon's commitment to fostering a fair and inclusive workplace where every individual has the opportunity to contribute and succeed. Behind every data point lies a person with unique experiences and perspectives, underscoring the need for policies that prioritize people-first principles. The report builds on the last biennial analysis, expanding on findings related to workforce diversity, retention, promotion trends¹, and procurement equity while addressing new data and systemic challenges.

Key Findings

- **Workforce Demographics**

Diversity in the state workforce continues to increase, particularly among underrepresented racial and ethnic groups. However, challenges persist in retaining and promoting employees from these groups, especially in leadership roles. Structural barriers, such as unclear career pathways and recruitment practices may contribute to these disparities.

Hiring Trends

Job hiring discrepancies persist for underrepresented racial and ethnic groups such as overrepresentation of administrative support and service roles and underrepresentation in professional positions, highlighting potential challenges in hiring and retention practices. These racial and ethnic disparities in job placement further emphasize systemic patterns requiring attention.

Promotion Rates

Overall promotion rates are declining, dropping from 9.8% in 2022-23 to 7.6% in 2023-24. This is a consistent pattern for all racial and ethnic groups.

Separations

Overall separation rates (including voluntary and involuntary) are declining, dropping from 14.7% in 2022-23 to 11.7% in 2023-24. The higher separation rate may be reflective of paradigm shifts in the workplace caused by the COVID-19 pandemic. However, in 2023-24, separation rates were notably high among Black or African American employees, with Black men experiencing a separation rate of 16.8% and Black women at 18.1%.

Data Gaps

¹ Findings and analysis begins on page 6 of this report.

Limited data on gender for nonbinary employees and a slight increase in employees not disclosing race or ethnicity hinder efforts to fully understand workforce trends and develop targeted solutions.

- **Discrimination**

DAS developed a Case Management Investigations Report² in Workday for agencies to review their investigation case reports. This is the first report based on Case Management Investigations and will aid agencies with conduct mitigation efforts and ensure staff are appropriately managing workplace investigations. In July 2023 – November 2024, there were 610 complaints of discrimination and harassment reported. 24.7% related to harassment, 12.6% related to sexual harassment, and 12.1% related to discrimination.

- **Procurement**

The 2023 Oregon Disparity Study revealed significant disparities in state contracting, with minority- and women-owned businesses being awarded contracts at much lower rates than their availability, indicating systemic barriers. Similarly, local small and veteran-owned businesses face challenges competing with larger corporations, limiting their participation in public procurement.

Next Steps and Recommendations

1. Workforce Demographics

- Implement targeted retention strategies and transparent promotion criteria to address barriers for underrepresented groups, especially in leadership and professional roles.
- Address gaps in demographic data, such as nonbinary employee representation, and align workforce data with national benchmarks for improved clarity and analysis.
- Leverage insights from Employee Resource Groups (ERGs) and Affinity Groups to identify systemic challenges, inform policy and promote an inclusive workplace culture.
- Evaluate and continue to improve recruitment processes to ensure equitable access to higher-paying and leadership opportunities for all employees.

² In 2020, the Secretary of State produced an audit report that was critical of DAS's oversight of certain personnel complaints and investigations ([SOS audit report 2020-34](#), Discrimination and Harassment reviews). The Workday case management and investigation training requirements have been implemented according to [SB 692](#), passed during the 2023 legislative session.

2. Focus on Discrimination Prevention

- Continue reporting on harassment and discrimination complaints and use data insights to enhance workplace training, policies and procedures.

3. Procurement Equity

- Address disparities in people of color (POC)- and women-owned business participation in state contracting to advance equity in procurement practices.

Introduction

The **Statewide Affirmative Action Report** highlights the state of Oregon's ongoing efforts to comply with and advance affirmative action. Specifically, this report analyzes workforce demographic data spanning July 1, 2021, to June 30, 2024, focusing on employment trends by racial and ethnic group, gender, reported disability and military status as identified under Equal Employment Opportunity (EEO) and civil rights-related laws. Current workforce data does not include nonbinary employees, creating a critical gap in understanding the experiences and representation of gender-diverse individuals. Expanding data collection to reflect all gender identities is essential for fostering inclusivity.

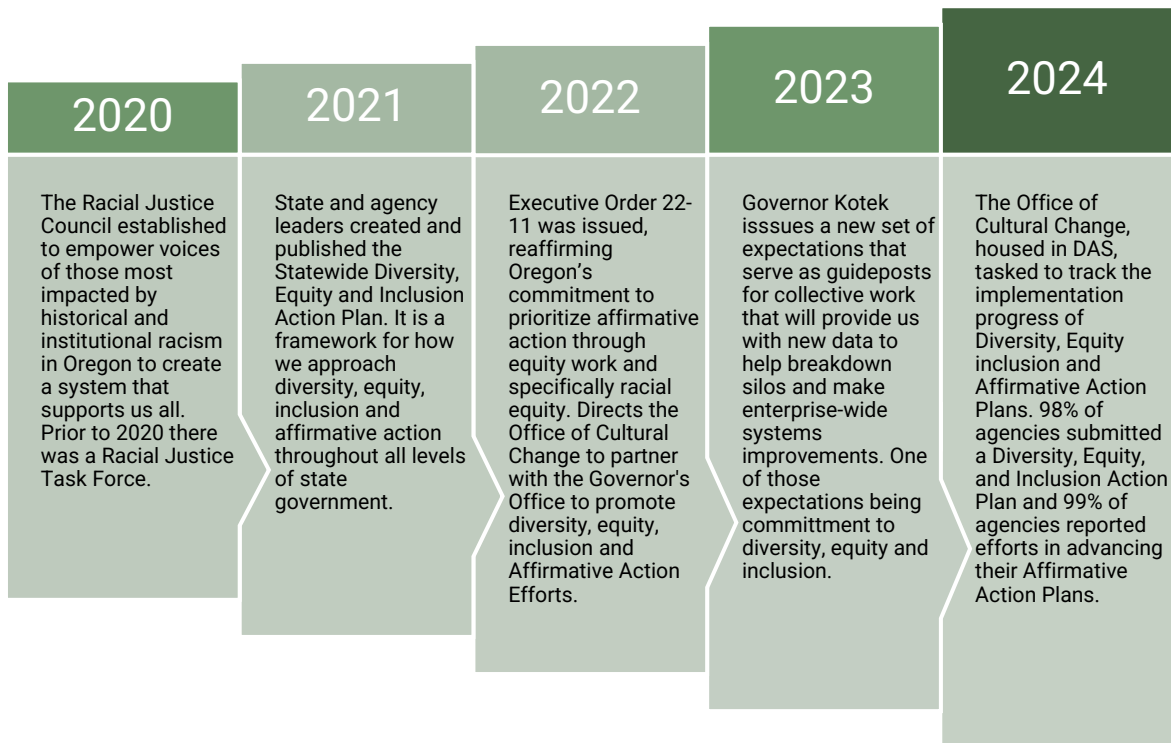
This report exists within the context of many significant paradigm shifts brought about by the COVID-19 pandemic in 2020. Public and private organizations worldwide faced new challenges that transformed workplace dynamics. According to the National Library of Medicine's article, *Paradigm Shifts Caused by the COVID-19 Pandemic*, these shifts affected job security, financial stability, remote work, employee well-being and career attitudes. During the same time, the state of Oregon adapted to these changes by embracing a people-first culture, improving customer service and recommitting to a vision for equity under new leadership.

Central to Oregon's commitment to embrace a people-first culture and to advance diversity, equity and inclusion is the **Office of Cultural Change (OCC)**. Established in response to the growing need for coordinated diversity, equity and inclusion efforts across the executive branch, the OCC plays a pivotal role in supporting state agencies. The OCC ensures that agencies align their Affirmative Action Plans (AAPs) with their diversity, equity and inclusion objectives, emphasizing actionable strategies for attracting, recruiting and retaining underrepresented groups. Guided by **Executive Order 22-11 (EO 22-11)**, the OCC also provides oversight, feedback and insights to drive meaningful progress toward a more equitable workforce.

This report is divided into three sections, each providing essential context and actionable recommendations:

1. **Workforce Demographics:** An analysis of year-over-year workforce trends, including demographic representation, hiring, promotions and separations.
2. **Discrimination in the Workplace:** A review of workplace discrimination data and its implications for equity and inclusion.
3. **Procurement Equity:** Outcomes and insights from the Procurement Equity Disparity Study.

Oregon remains steadfast in fostering a discrimination-free workplace, with racial equity as a central priority. This report represents another significant step in Oregon's journey toward greater equity, inclusion and accountability. Below, a timeline highlights milestones advancing equity between 2020 and 2024.



1. Workforce Demographics

Overview

Affirmative Action is about more than data; it's about putting people first and fostering a workplace that reflects the diverse perspectives, talents and experiences of our workforce. By embracing these differences, we strengthen our ability to serve all Oregon communities effectively. This report aims to identify areas where representation gaps exist, highlight successes, and provide insights to guide inclusive policies and practices.

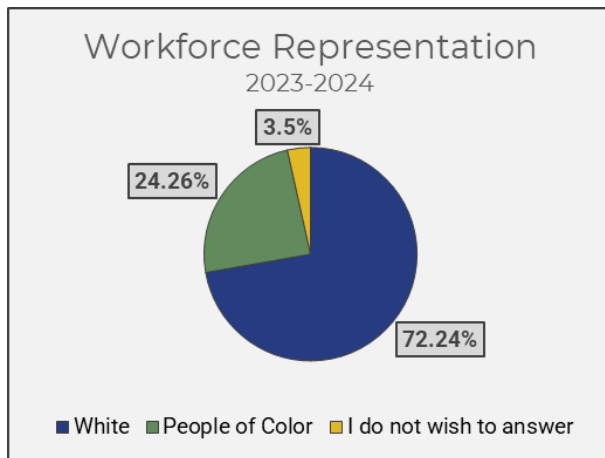
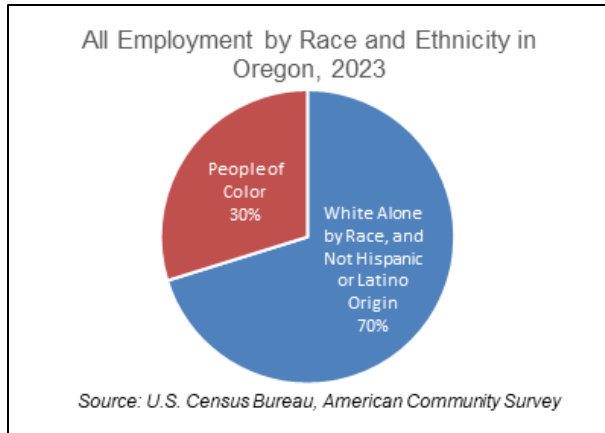
Affirmative Action data serves as a tool to:

- Identify trends in hiring, promotions and separations.
- Evaluate career growth opportunities.
- Inform outreach and recruitment, retention and promotion strategies to ensure inclusivity.

While Oregon has made strides in workforce diversity, the findings in this section underscore the need to address systemic barriers and promote equitable representation across all job categories.

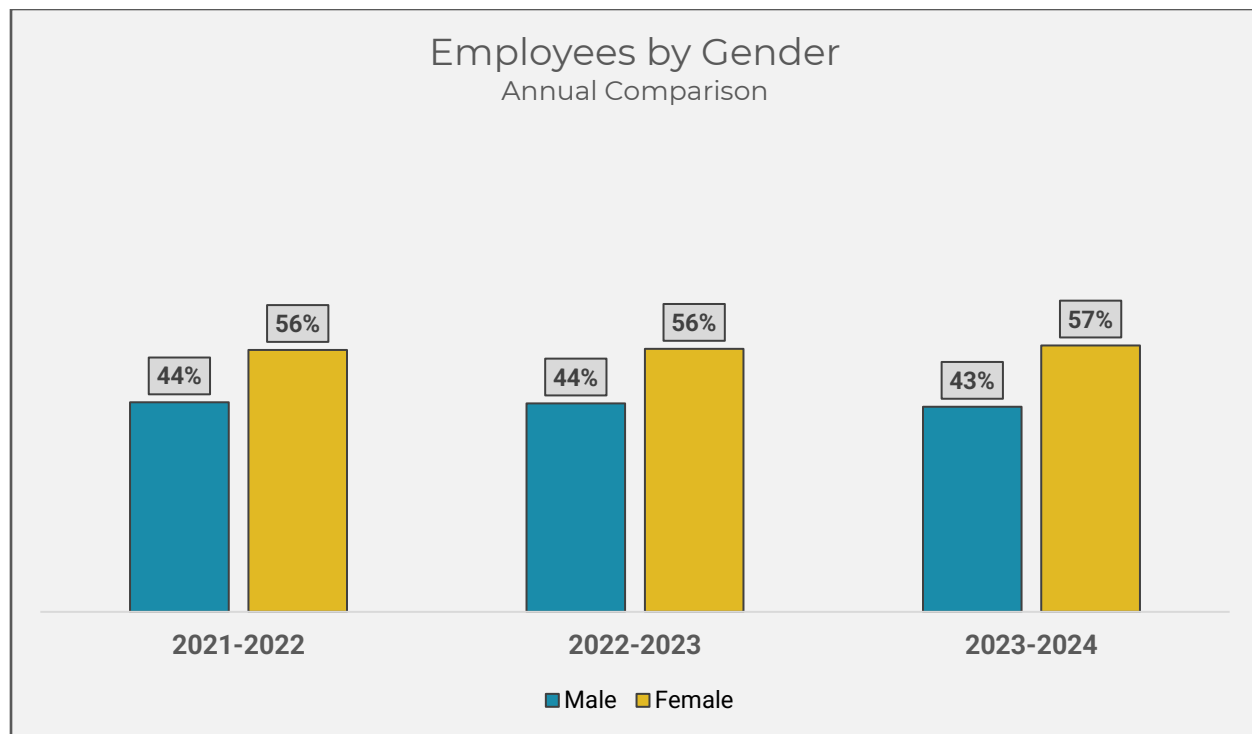
Oregon Labor Workforce

In 2024, the state of Oregon employed 46,557 workers, 24% of whom identified as POC. In a different measurement of the Oregon labor workforce, the U.S. Census Bureau found that 30% of employed workers identified as people of color in 2023. However, these figures cannot be directly compared, as the race and ethnicity categories differ in the state government and labor workforce analyses. Specifically, the labor workforce analysis is based on separate race and ethnicity categories and the state government analysis is based on a single race-ethnicity category. This highlights the need to study how race and ethnicity data is collected in Workday.



The state workforce aligns closely with broader labor force demographics in some areas, although gaps in race and ethnicity data reporting create challenges in understanding specific disparities.

Additionally, women accounted for 56% of state employees in 2023, compared to 47% of employed workers statewide (*U.S Census Bureau*). This suggests that women are slightly more represented in state government roles than in the broader economy



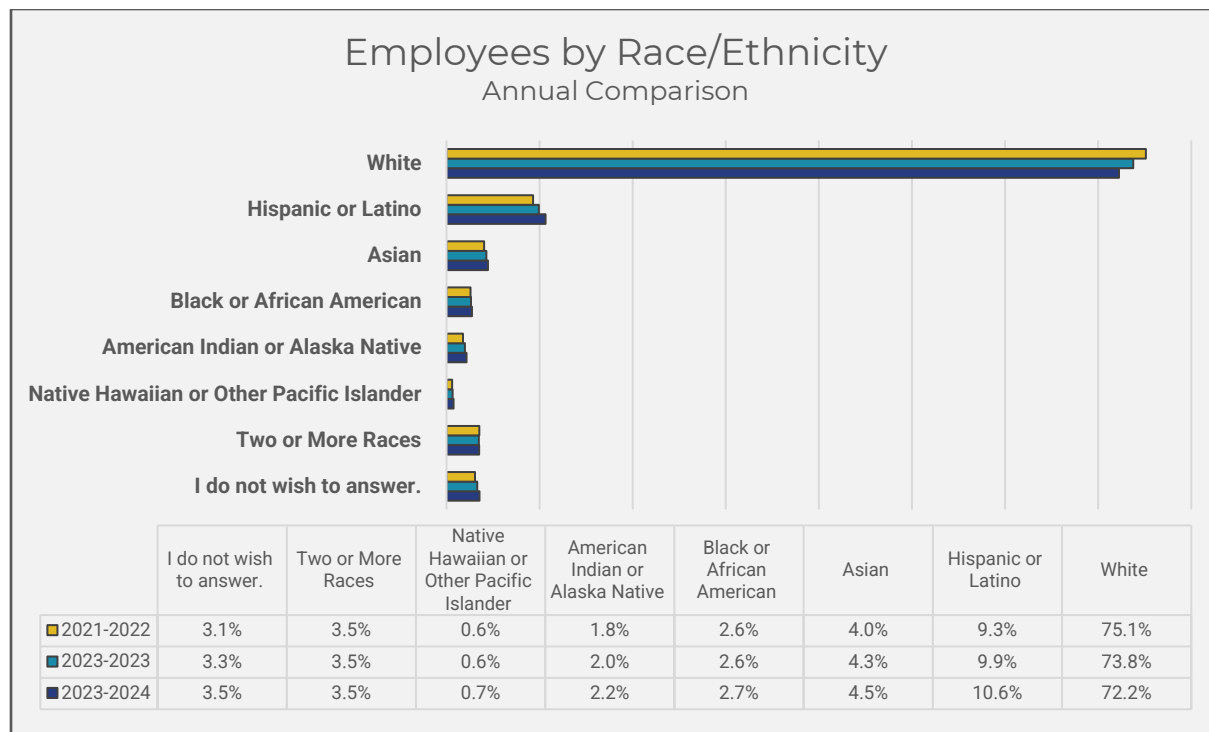
Trends by Race and Ethnicity

Representation

Over the past three years, Oregon's government workforce has become more diverse, with increasing representation from underrepresented racial and ethnic groups. Some examples from the data collected include:

- **American Indian or Alaska Native employees:** Increased from 1.8% to 2.2%.
- **Hispanic or Latino employees:** Steady growth in overall representation (9.3% to 10.6%)
- At the same time, the percentage of white employees has decreased, consistent with broader demographic shifts.

A growing number of employees (up to 3.5% in 2023-24 from 3.1% in 2021-22) chose not to disclose their race or ethnicity. Addressing this trend by fostering trust and encouraging self-identification will help strengthen workforce equity efforts.



Job Category

Discrepancies persist for underrepresented racial and ethnic groups, including overrepresentation in certain job categories, that potentially highlight underlying systemic issues. Data collected in 2023-24 shows the following overall trends:

- **Paraprofessional roles:** Highest representation of POC.
- **Skilled craft roles:** Predominantly white (86.2%).
- **Leadership roles:** Overrepresentation of white employees in official and administrator categories, as well as in general management positions.

Unique group-level trends include:

- **American Indian or Alaska Native employees:** More likely to be in service and technician roles; underrepresented in professional positions.
- **Asian employees:** Well-represented in professional jobs but underrepresented in skilled craft and protective service roles, underrepresentation in leadership.
- **Black or African American employees:** Higher representation in officials and administrators but underrepresented in professional, skilled craft and service positions.
- **Hispanic or Latino employees:** Overrepresented in paraprofessional and protective service roles and underrepresented in official and administrator roles.

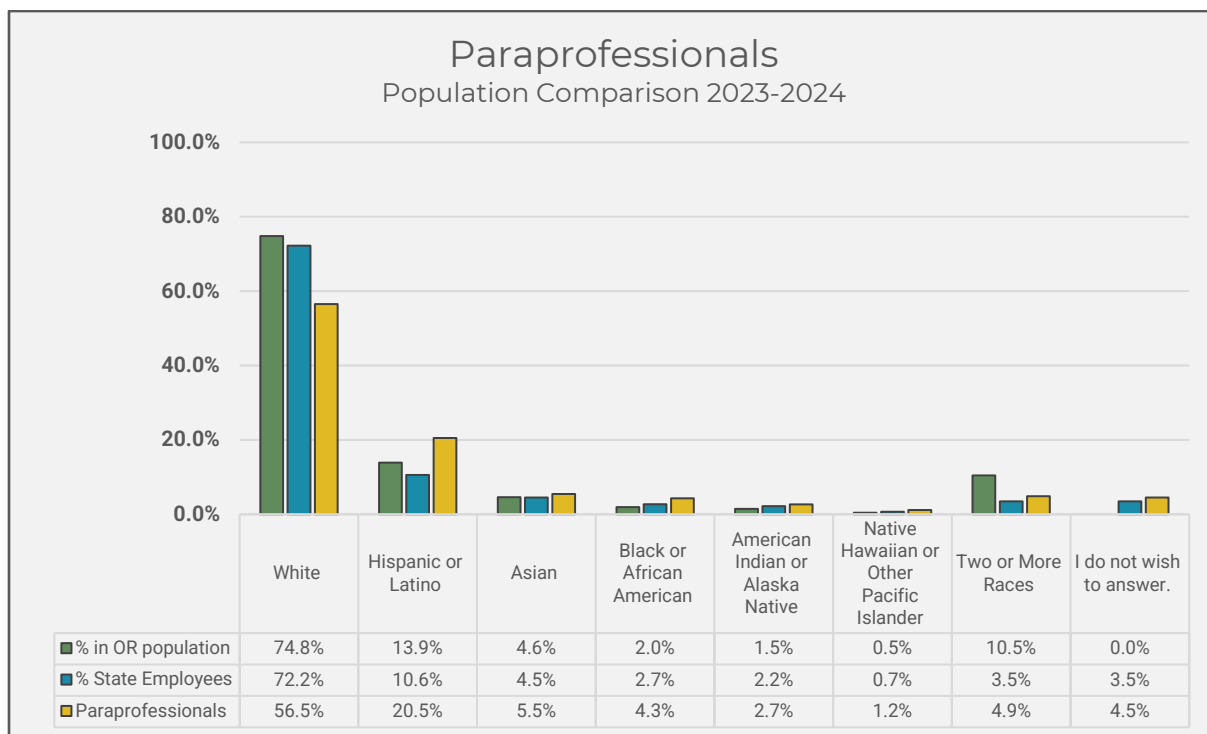
- **Native Hawaiian or Pacific Islander employees:** Overrepresented in technician roles but underrepresented in leadership and professional positions.

These trends suggest systemic factors, such as unclear career pathways, clustering within specific job categories and recruitment practices that limit exposure to a wider range of roles.

Job Placement: Are certain groups consistently placed in specific roles?

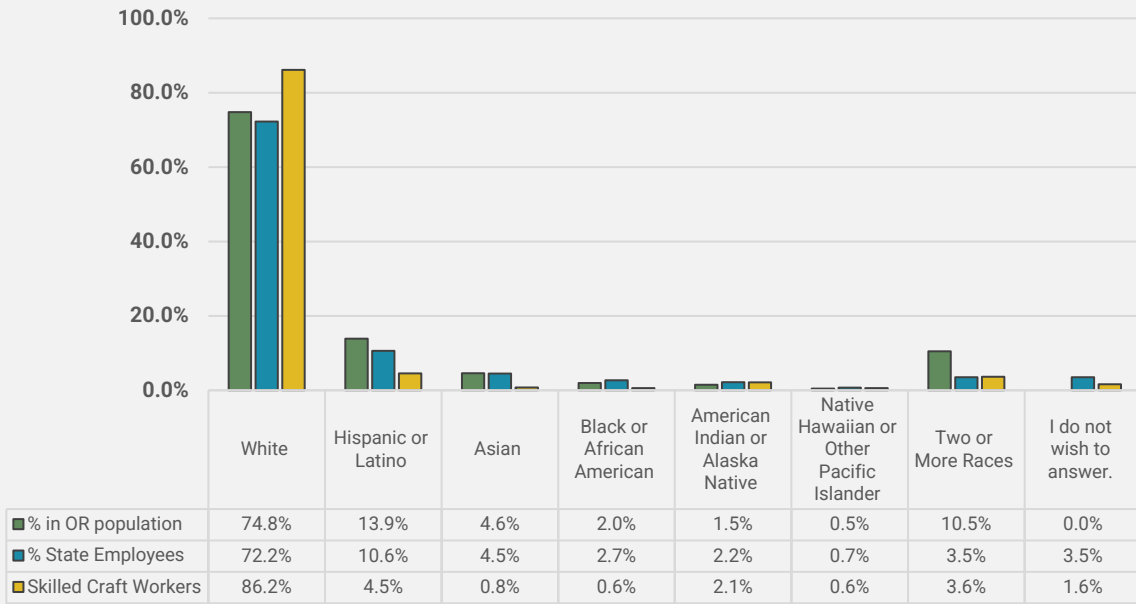
Equal Pay: Are disparities in compensation present across demographic groups?

Career Growth: Do all groups have equitable opportunities for advancement?



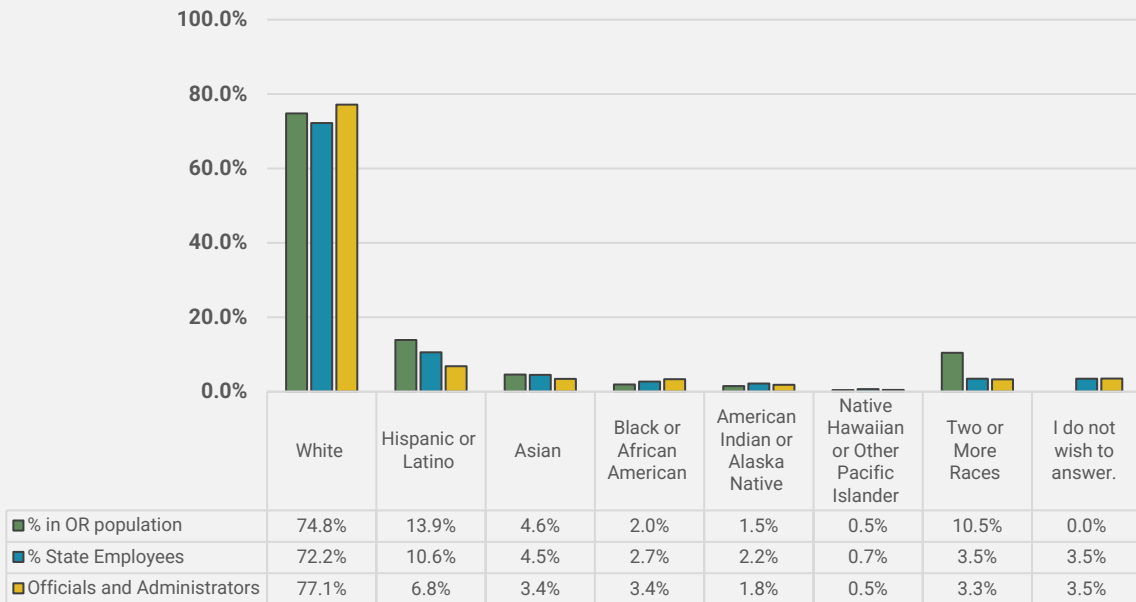
Skilled Craft Workers

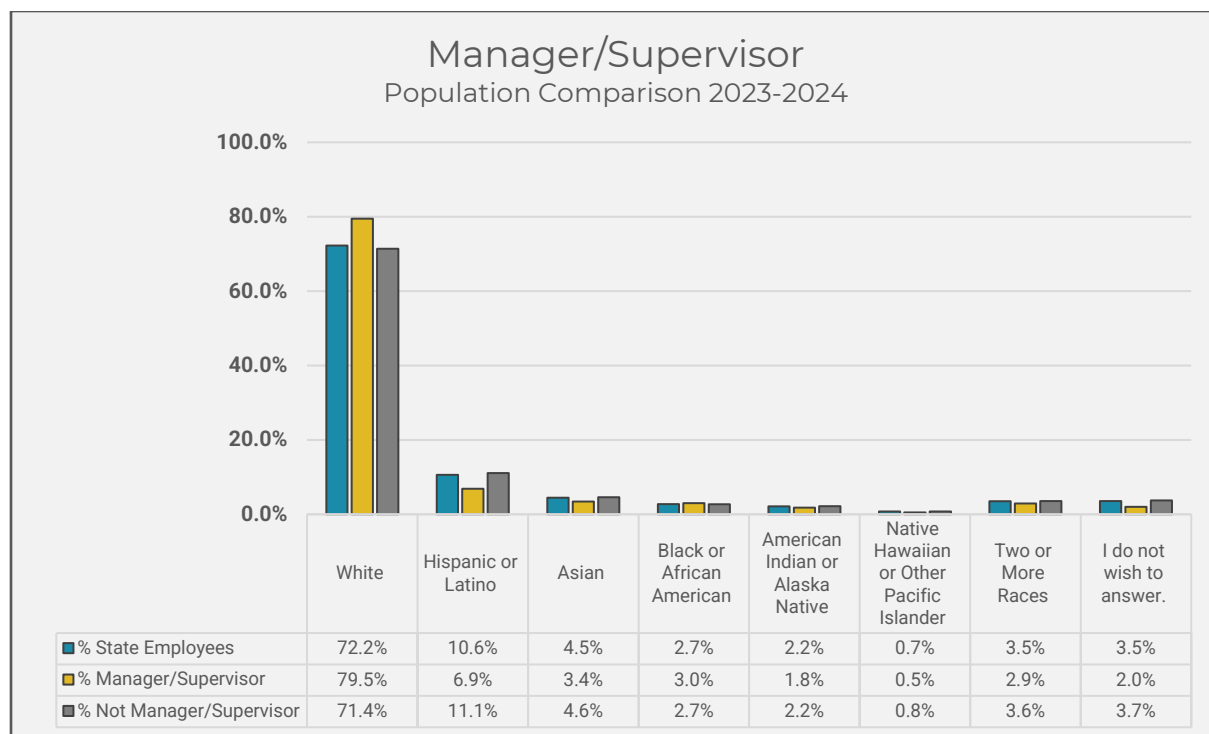
Population Comparison 2023-2024



Officials and Administrators

Population Comparison 2023-2024





Hiring

Analysis of hiring data has revealed discrepancies between workforce composition and new hire placement. Over a three-year average, new hires account for 19% of total state employees annually. This reflects both a growing workforce with newly created positions, and higher turnover in certain job categories that require frequent replenishment.

Our hiring data show an overrepresentation among administrative support (17.9% of new hires vs. 14.4% of total positions) and service roles (9.7% of hires vs. 4.5% of total positions).

Oppositely, there is an underrepresentation among professional roles (32.3% of new hires vs. 45.9% of total positions). This may be reflective of better career paths or growth opportunities in professional jobs.

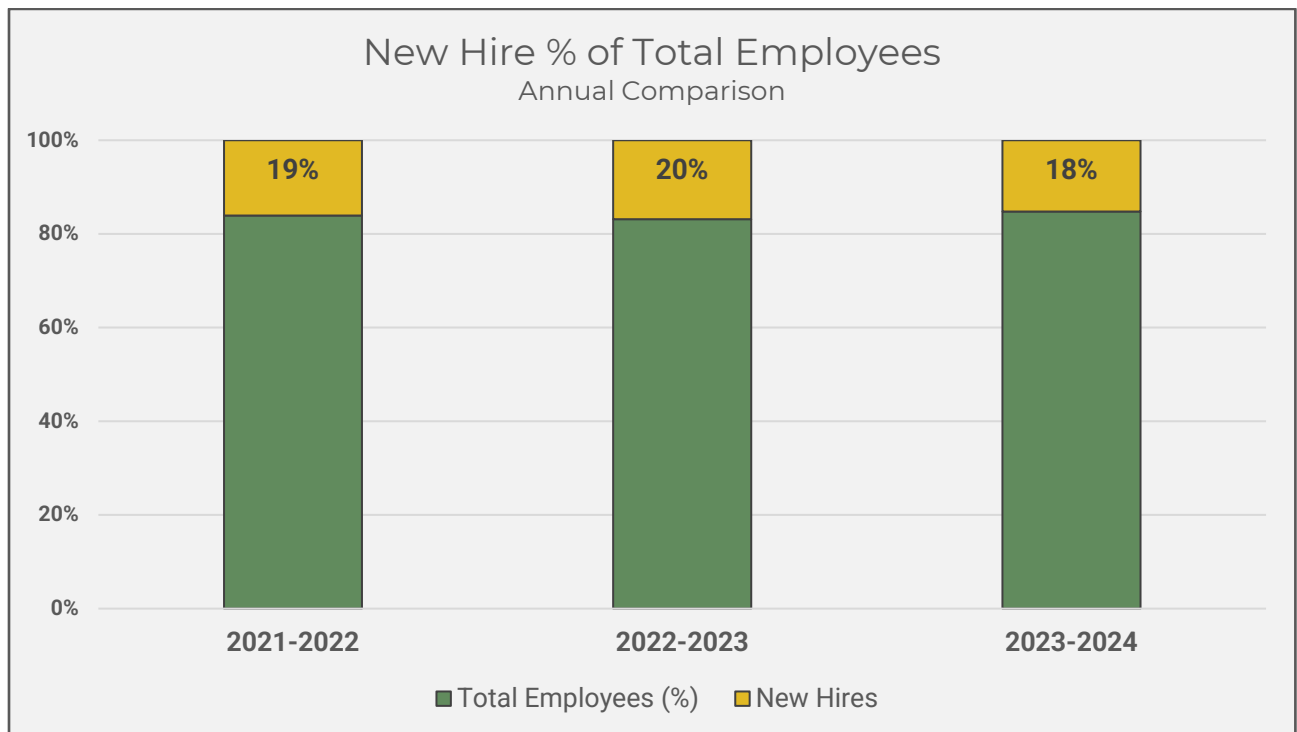
Finally, demographic patterns show that racial and ethnic groups are not evenly distributed across job categories. For example (see [appendix 4](#) for more details across all job categories):

- **Asian new hires:** Concentrated in Professional and Administrator roles; underrepresented in Skilled Craft and Service positions.
- **Native Hawaiian or Pacific Islander new hires:** Overrepresented in Technician roles but underrepresented in Professionals.

These hiring dynamics raise important questions about systemic challenges and recruitment practices.

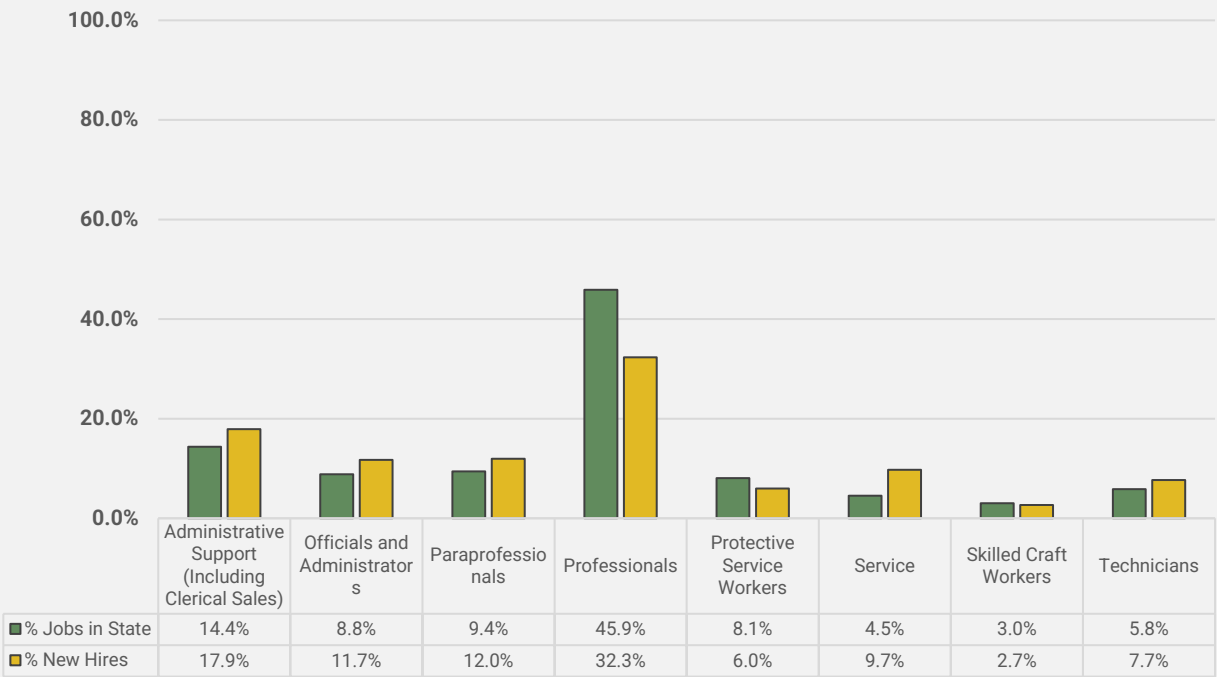
Are job placement differences driven by separation rates, increased demand, or changes in role creation?

In 2023-24, there were 2,597 more employees than the previous year, indicative of new and newly filled positions. And while 8,362 people were hired in that same time period, 5,440 people were separating.



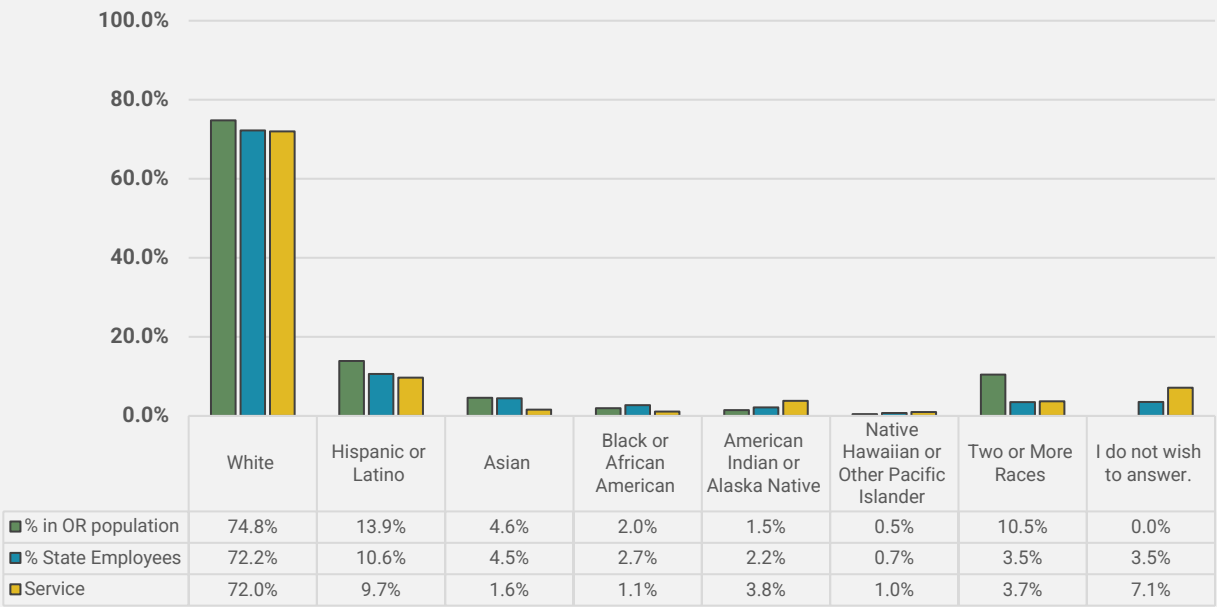
Jobs in State & New Hires

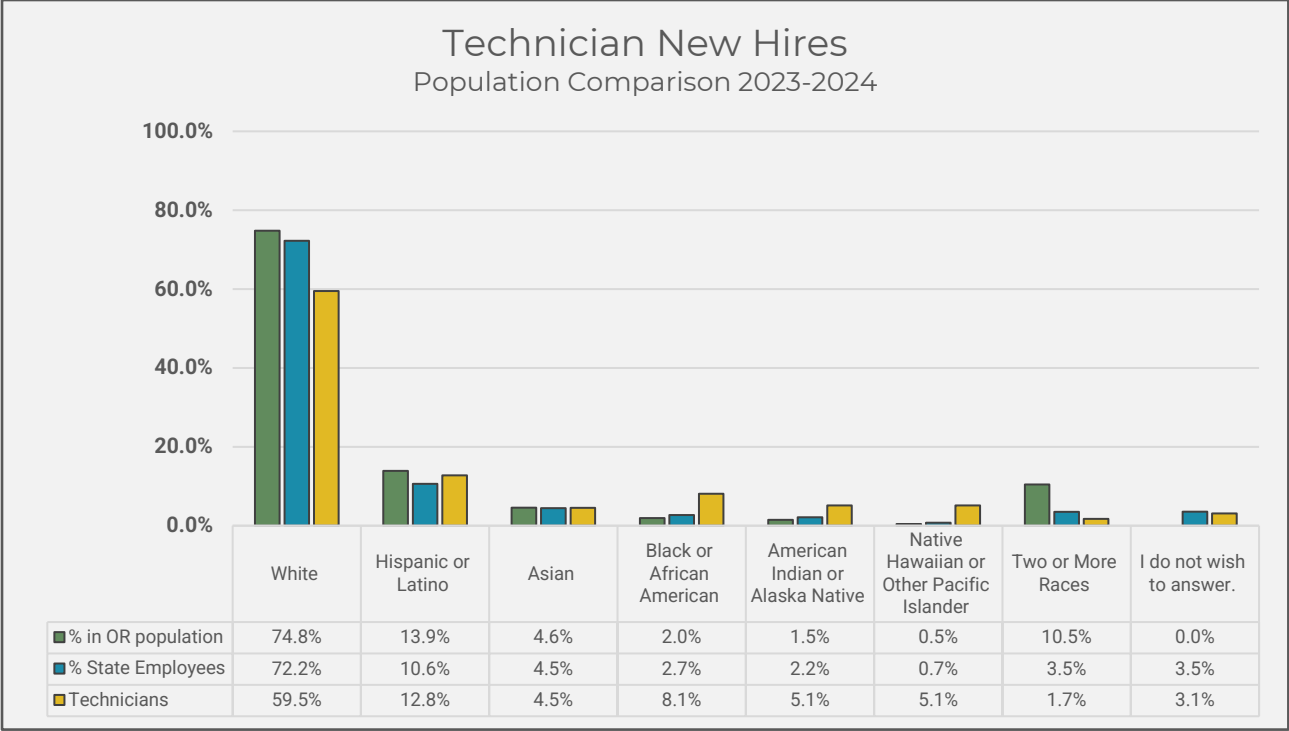
Category Comparison (2023-2024)



Service New Hires

Population Comparison 2023-2024



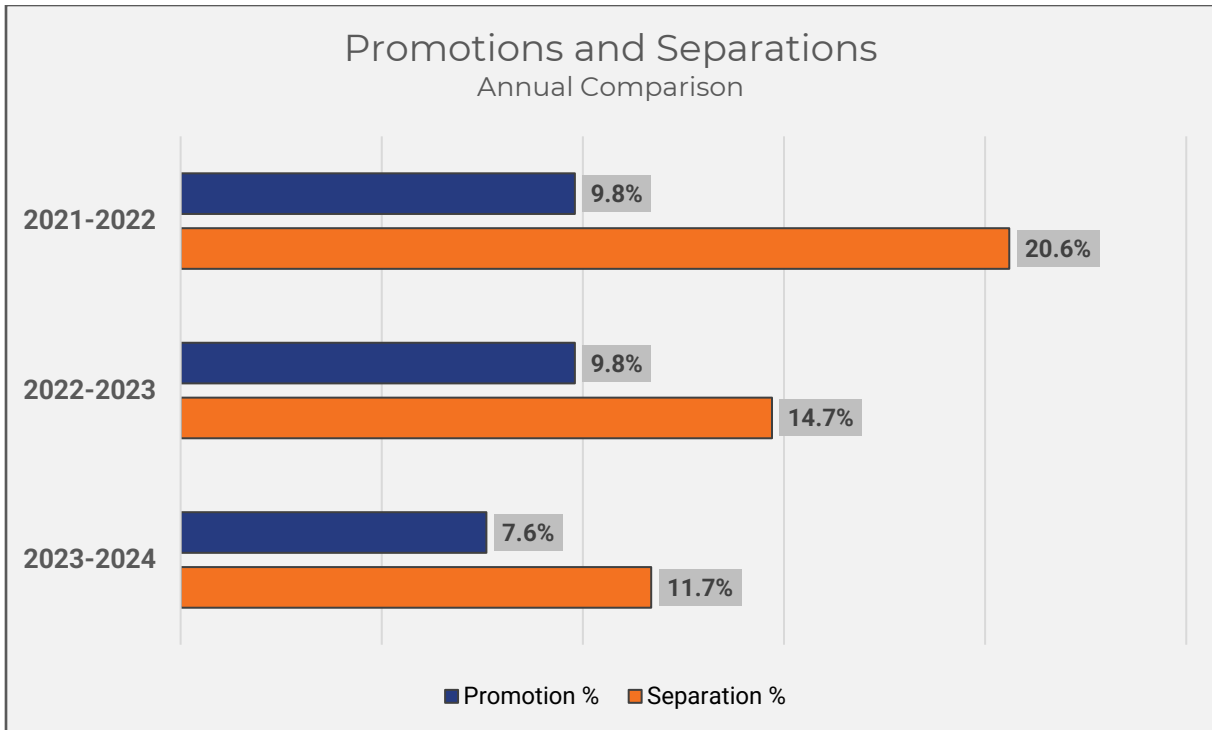


Promotions

Overall, the promotion rate has steadily declined over the past three years:

- **2021-22:** 3,662 - 9.7%
- **2022-23:** 3,855 - 9.8%
- **2023-24:** 3,156 - 7.6%

While the promotion rate has decreased, the gap between promotion and separation rate has decreased as well.



- **Hispanic Employees:**

- Hispanic employees consistently received a higher proportional promotion each year. While they represent 11.1% of the population, they received 12.8% of total promotions.

- **Native Hawaiian or Pacific Islander Employees:**

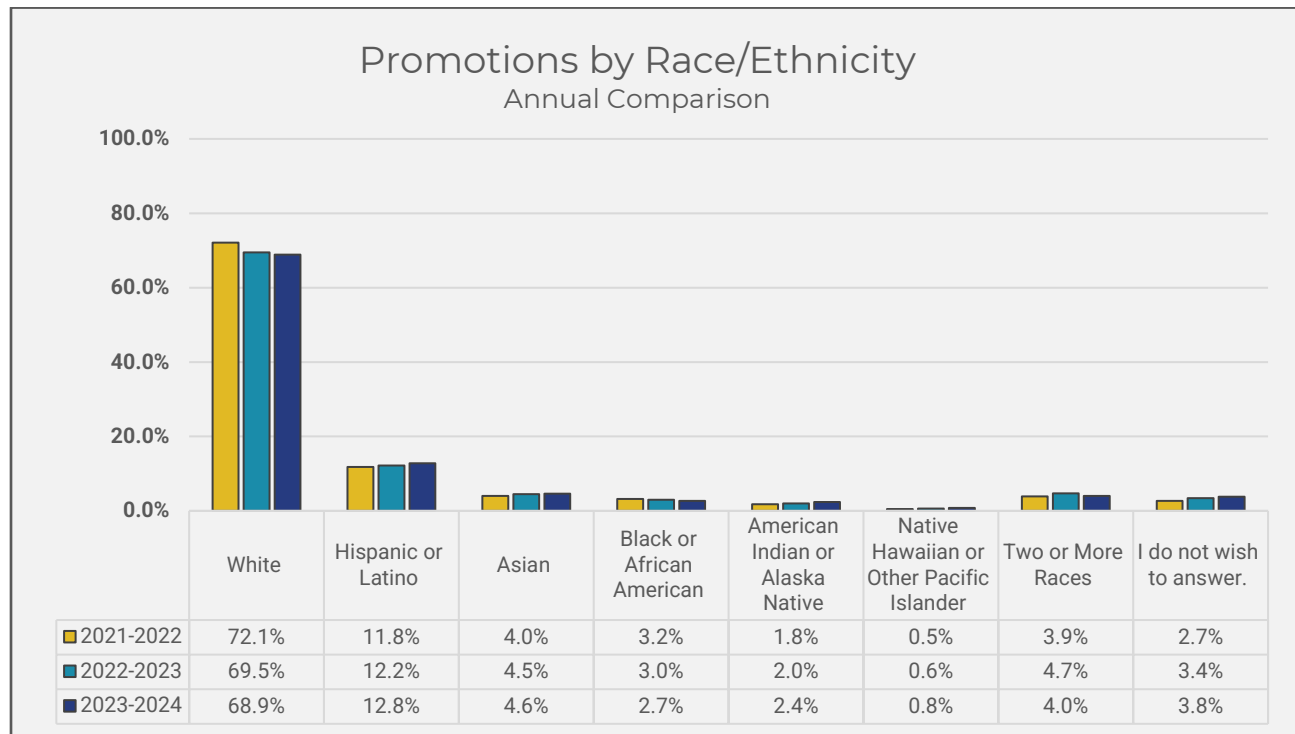
- This group experienced the lowest promotion rates in 2021-22 and 2022-23 and the second lowest in 2023-24 (24 promotions out of 325 employees). These numbers highlight potential systemic barriers and the need for targeted feedback to understand their experiences.

- **White Employees:**

- White employees had the lowest promotion rate (7.3%) in 2023-24, falling below the overall average, while still accounting for 69% of total promotions. This may reflect the overrepresentation of white employees in senior positions, which naturally offer fewer opportunities for further promotions. Understanding these dynamics could inform strategies to address structural limitations.

Promotion Considerations:

1. **What Defines a Promotion:** Are promotions consistently tracked and defined across agencies?
2. **Criteria and Processes:** How do the promotion criteria and decision-making processes impact different demographic groups?
3. **Barriers to Advancement:** Are there specific barriers that disproportionately affect underrepresented groups, such as access to mentorship or visibility within leadership pipelines?



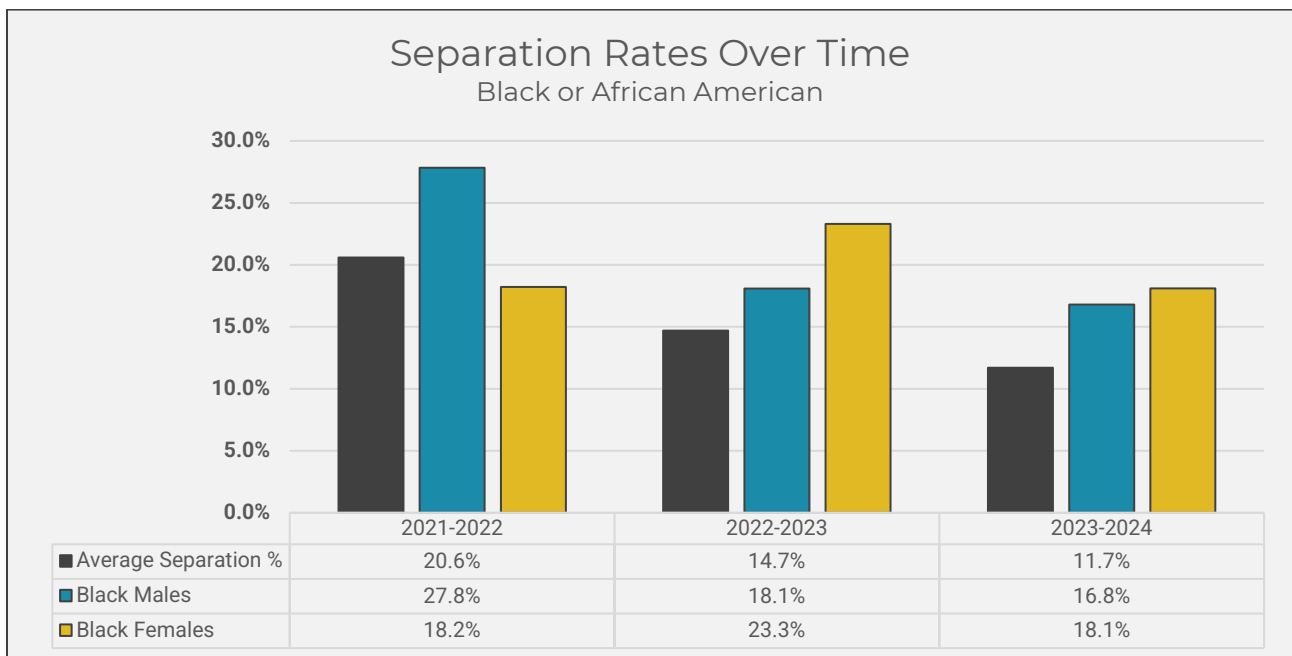
Separations

Separation rates among state employees have shown notable fluctuations over the past three years. The peak in 2021-22 aligns with broader post-pandemic transitions, including return-to-office (RTO) policies, which may have disproportionately affected retention:

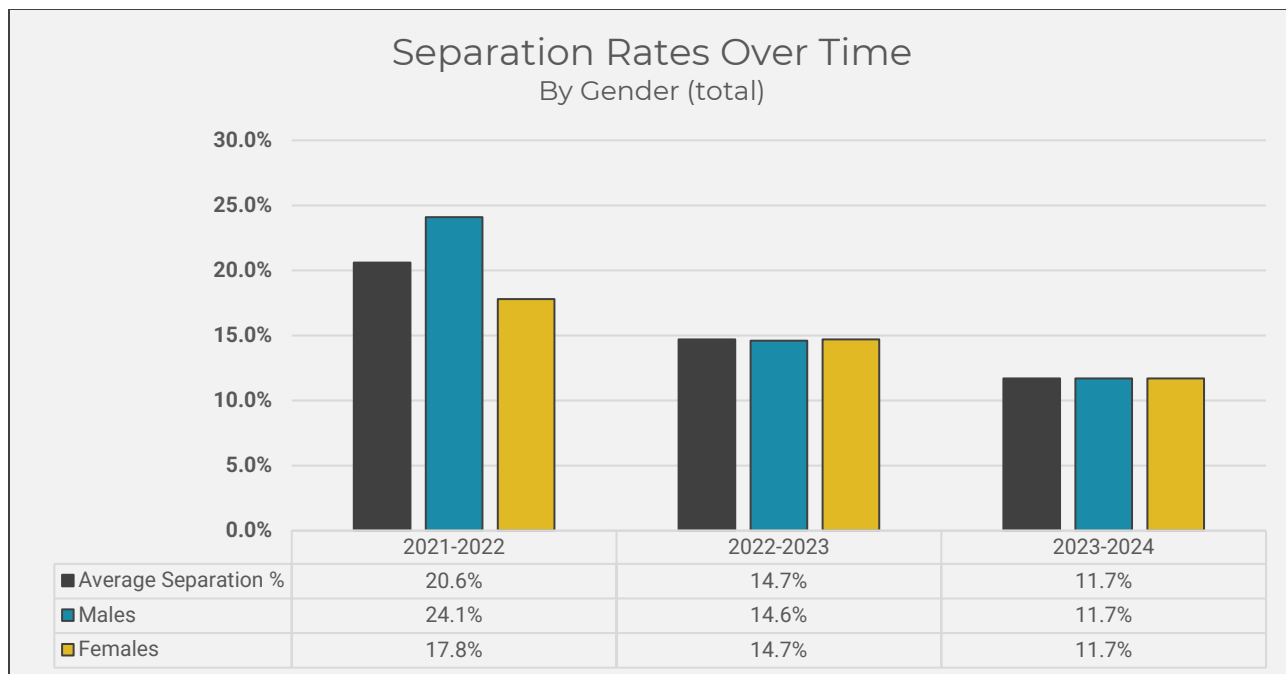
- **2021-22:** 8,664 – 20.6%
- **2022-23:** 6,446 – 14.7%
- **2023-24:** 5,440 – 11.7%

One of the most concerning trends is the consistently high separation rate for Black or African American employees, 22.8%, 20.7%, 17.5%³. These figures suggest that systemic barriers to the retention of Black or African Employees exist. Barriers may include workplace culture, limited advancement opportunities, or other unique challenges. Addressing these issues is critical to ensuring equitable retention.

Black or African American Employees: *The separation rate for Black males decreased from 27.8% to 16.8%, however, the separation rate for black females has consistently remained at 18% or higher*



³ Figures can be found in Appendix 4: Separation by Percentage of Race/Ethnicity and Gender (2022-24)



Separation Considerations:

1. Pandemic Impact

- To what extent did the pandemic and related policies drive separation rates, and are these trends consistent with other states or industries?

2. Systemic Barriers

- What specific factors contribute to the higher turnover rates for Black or African American employees, particularly women?

3. Retention Strategies

- How effective are current retention strategies and what targeted approaches can improve outcomes for underrepresented groups?

Trends by Military Status

Representation

The proportion of state employees identifying as having military status declined over the three-year period. In 2021-22, 7.11% of the workforce reported military status, decreasing to 6.87% in 2022-23 and further to 6.54% in 2023-24.

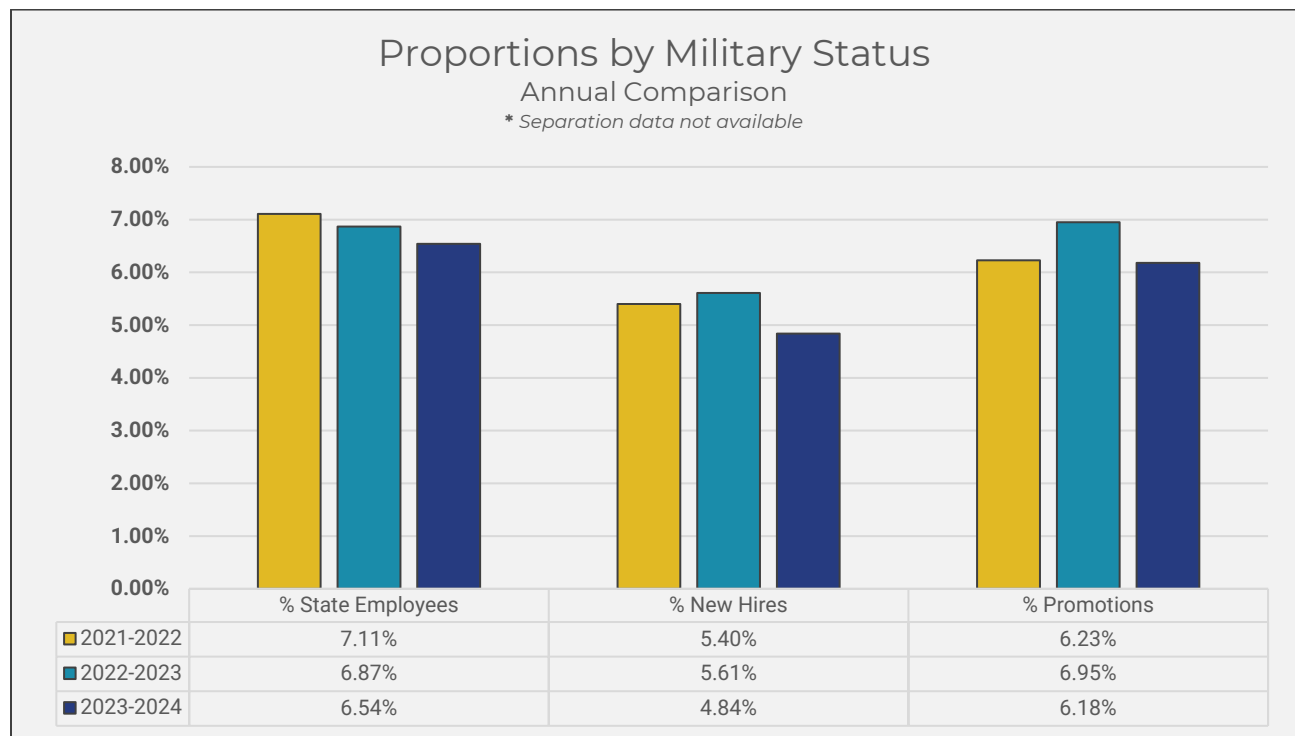
Hiring

The proportion of new hires with military status also declined over the three-year period. In 2021-22, 5.40% of new hires identified as having military status, increasing slightly to

5.61% in 2022-23 before dropping to 4.84% in 2023-24. This represents a downward trend, with the proportion of military new hires falling below 5% in the most recent year.

Promotions

The percentage of promotions awarded to employees with military status fluctuated slightly over the three years. In 2021-22, 6.23% of promotions were awarded to employees with military status, increasing to 6.95% in 2022-23 before decreasing to 6.18% in 2023-24. While the proportion has varied, it remains relatively close to their overall workforce representation.



Trends by Disability Status⁴

Representation

The proportion of state employees reporting disabilities experienced a slight but consistent decrease over the three-year period. In 2021-22, employees with disabilities accounted for 2.46% of the workforce, decreasing to 2.36% in 2022-23 and further to 2.33% in 2023-24. While the overall percentage declined, the trend suggests relatively stable representation with minor year-to-year fluctuations.

⁴ Disability status is optional to report, and numbers are likely underreported.

Hiring

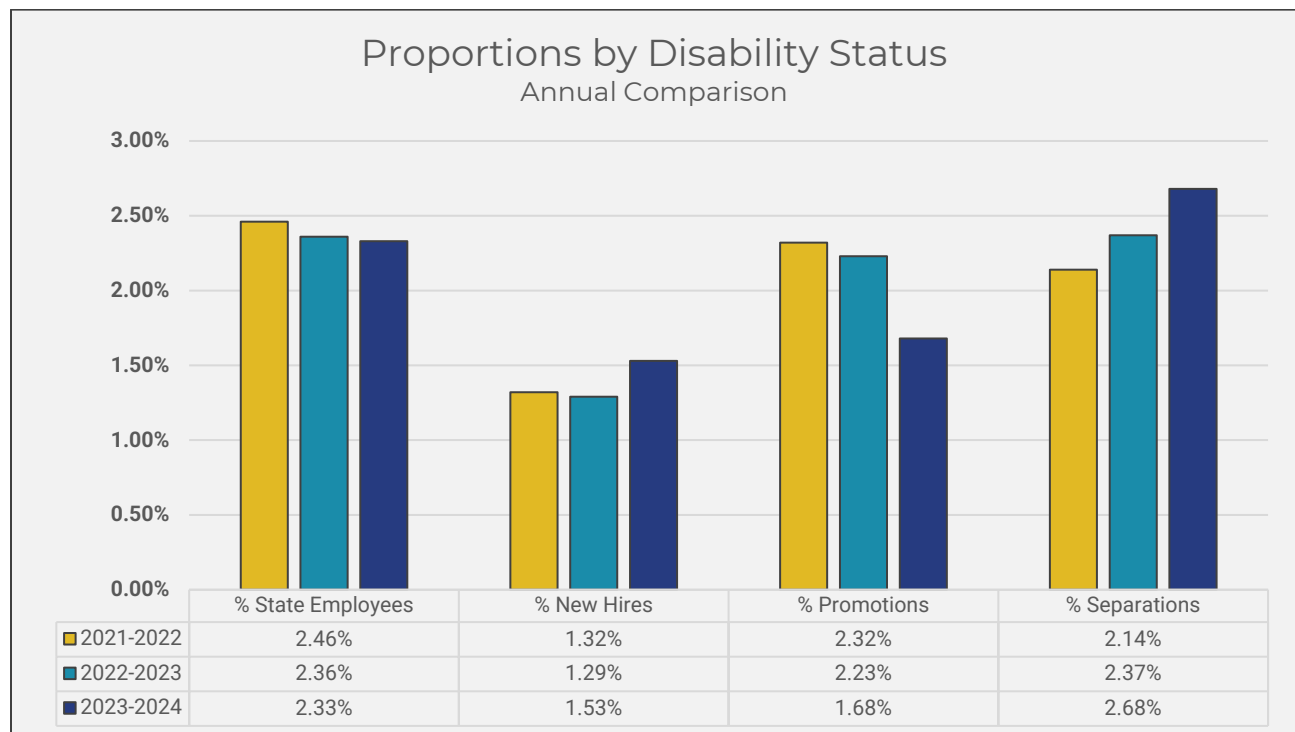
The proportion of new hires reporting disabilities demonstrated a modest increase over the three years. In 2021-22, employees with disabilities made up 1.32% of new hires, dipping slightly to 1.29% in 2022-23 before rising to 1.53% in 2023-24. This upward trend in the most recent year indicates a small improvement in the representation of employees with disabilities among new hires, though their proportion remains lower compared to their overall workforce representation.

Promotions

The proportion of promotions awarded to employees with disabilities steadily declined across the three years. In 2021-22, 2.32% of promotions were awarded to employees with disabilities, dropping to 2.23% in 2022-23, and further to 1.68% in 2023-24. This represents a noticeable decline in promotion rates for employees with disabilities over the observed period.

Separations

The proportion of employees with disabilities separating from the workforce increased consistently over the three-year period. In 2021-22, employees with disabilities accounted for 2.14% of separations, rising to 2.37% in 2022-23 and further to 2.68% in 2023-24. This upward trend highlights a steady increase in the percentage of separations among employees with disabilities.



Data Gaps

Key Challenges in Data Collection and Comparisons

1. Differences in Race and Ethnicity Categories:

Labor Force data, based on U.S. Census categories, separates race and ethnicity, while Affirmative Action data combines them. This inconsistency complicates direct comparisons and may obscure meaningful insights.

Additionally, the Affirmative Action tables lack an "Other Race" category, which accounts for 5.3% of the Labor Force. It is unclear if these individuals are merged into other categories or excluded entirely.

2. Multiracial Identification Discrepancies:

Affirmative Action tables show only 3.5% of employees identifying with two or more races, compared to 12.5% in the Labor Force data. This significant difference raises questions about data collection methods and whether individuals with multiracial identities are being undercounted.

3. Missing and Non-Disclosure Data:

The "I do not wish to answer" category represents 3% of the workforce in Affirmative Action data but is not a category in Labor Force data. This difference introduces further challenges in aligning the two data sets.

4. Nonbinary Employee Data:

The Nonbinary question is an optional self-identification question for employees. As a result, the reported figures are expected to be small due to the limited population size and voluntary nature of the data collection. Additionally, the figures presented may be underreported, as participation is not mandatory. This limits the completeness of the dataset and should be considered when interpreting trends. To provide a more comprehensive analysis, we plan to supplement this data next year with both quantitative and qualitative insights, to ensure more holistic understanding of representation and workforce trends.

5. Standardization Issues:

The lack of standardization between Affirmative Action data and Labor Force statistics highlights the need to align categories, potentially using frameworks such as OHA's REALD/SOGI standards for health data. Standardization would improve data comparability and provide more actionable insights.

Next Steps

1. **Conduct Root Cause Analysis**

Investigate the underlying drivers of separation rates through focus groups, exit interviews and employee surveys, particularly for Black or African American employees.

2. **Benchmarking and Comparative Analysis**

Compare separation rates with other states and industries to contextualize trends and identify best practices.

3. **Enhance Retention Strategies**

Develop targeted retention programs that focus on workplace culture, advancement opportunities and support for underrepresented groups.

4. **Improve Data Collection**

Expand data systems to include nonbinary employees and ensure accurate reporting on all demographic groups.

2. Discrimination in the Workplace

Overview

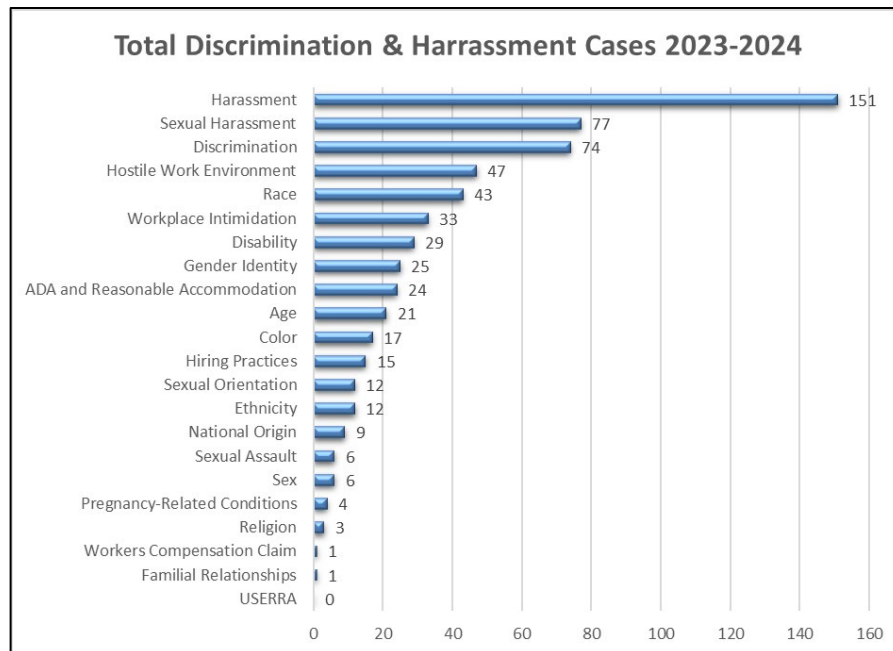
Affirmative Action efforts play a crucial role in reducing the risk of workplace discrimination and fostering an inclusive environment. Successful Affirmative Action Plans not only contribute to recruitment and retention of diverse employees but also enhance organizational culture and equity. Tracking discrimination complaints is essential for assessing progress and identifying areas that require further improvement.

In 2020, the Secretary of State's 2020-34 (SOS audit report 2020-34) highlighted deficiencies in DAS' oversight of personnel complaints and investigations related to discrimination and harassment. In response, DAS implemented a statewide case tracking system and created a Case Management Investigations Report within Workday to track investigations more effectively. These efforts align with SB 692, passed in 2023, which mandates data collection and training requirements for workplace discrimination and harassment investigations. DAS Chief Human Resources Office (CHRO) has made great strides to address the concerns in the 2020 SOS audit and SB 692 and is continuously improving the system.

Findings

While the process for collecting and analyzing data from the Case Management Investigations report is still evolving, DAS has made substantial progress since the 2020 audit. However, challenges remain due to reliance on human input and agency-wide compliance.

- **Complaint Claim Data** (July 2023 – November 2024)
 - Over this period, 610 complaints of discrimination and harassment were reported. This chart shows the category of allegations:



Highlighting the top three categories: 225 cases (36.8%) relate to General Harassment or Discrimination, while Sexual Harassment was the most specific reported category with 77 cases (12.6%).

These numbers highlight challenges in creating a workplace free from discrimination and harassment. Although trends cannot yet be established due to limited historical data, this preliminary data underscores the importance of ongoing improvement and further analysis.

Next Steps

To build on these findings and address identified challenges, the following actions are recommended:

- Analyze statewide data for disproportionate complaints within respective agencies and supply analysis of trends across the statewide enterprise. This analysis can identify patterns and underlying barriers that need to be addressed.
- Continue training programs developed in 2024, for state agency managers and human resources staff, on appropriately addressing claims of misconduct (investigation, documentation and accountability measures). This

includes training material on trauma awareness within workplace investigations. Other areas of training to explore include:

- Enhanced training on responding to complaints of discrimination and harassment.
 - Developing resources designed to reduce discriminatory and harassing behaviors in the workplace.
- Continue to evaluate existing reporting channels within agencies and provide suggestions to enhance processes to strengthen accessibility, confidentiality and effectiveness in addressing complaints. The last review on agency processes was completed in 2024. As technology advances present new opportunities, DAS will continue to supply a nimble reporting structure that ensures the confidence and confidentiality of misconduct communications.
 - Continue to partner with the Department of Justice and Bureau of Labor and Industries to ensure policies reflect the current legislative and legal requirements to workplace discrimination and harassment. Ensure statewide policies clearly reflect the legal descriptions of unacceptable behaviors and employee responsibilities in maintaining a discrimination and harassment free workplace.
 - Develop targeted trainings and promising practices for categories with higher complaints of misconduct, such as discrimination, harassment, and hostile work environments to reinforce prohibited behavior and raise awareness of how to report claims of misconduct.
 - Establish measurable goals for reducing substantiated claims of discrimination and harassment and explore how to improve workplace inclusivity. Compare internal progress with national or industry benchmarks to evaluate effectiveness.
-

3. Procurement Equity

Background

The **Office of Procurement Equity** was established through a collaborative effort among the Governor's Office, Racial Justice Council, state agencies and legislative leaders to address inequalities in state contracting and procurement. Two significant bodies of work for the Office of Procurement Equity include implementation of the Governor's Executive Order for Procurement Equity and the **2023 Oregon Disparity Study**, published in Nov. 2023. The Disparity Study further informs the office's work, offering insights into barriers faced by POC, woman- and service-disabled veteran (SDV)-owned businesses. These findings guide strategies to promote equitable participation in state procurement processes.

Findings

The **2023 Oregon Disparity Study** evaluated \$3.2 billion in contracts and procurements awarded by executive branch agencies from **July 1, 2017, to June 30, 2022**. This analysis measured the availability and participation of POC-, woman-, and SDV-owned businesses and identified disparities in their access to state contracting opportunities.

Availability Analysis

The study estimated the proportion of businesses owned by POC and women available to perform state work, using a custom census approach:

- **White woman-owned:** 18.6%
- **Asian American-owned:** 8.3%
- **Black American-owned:** 0.5%
- **Hispanic American-owned:** 5.1%
- **Native American-owned:** 1.5%
- **Total POC-owned:** 15.3%
- **Total POC- and woman-owned:** 33.9%

Utilization Analysis

The study examined the participation of these businesses in state contracts during the same period:

- **White woman-owned:** 6.6%

- **Asian American-owned:** 1.0%
- **Black American-owned:** 0.1%
- **Hispanic American-owned:** 2.0%
- **Native American-owned:** 1.3%
- **Total POC-owned:** 4.3%
- **Total POC- and woman-owned:** 10.9%

Disparity Analysis

Substantial disparities were observed for several groups, indicating underrepresentation in contracts awarded during the study period. The **2023 Disparity Study** provides recommendations to address these disparities in a legally defensible manner, including the potential use of race- and gender-conscious measures under guidance from Oregon's Department of Justice.

Summary

Racial and Ethnic Disparities: Minority-owned businesses are awarded contracts at significantly lower rates compared to their availability, highlighting systemic barriers in public procurement processes.

Gender Disparities: Women-owned businesses face similar challenges, with a substantial gap between availability and utilization in state contracting.

Small Business/Veteran-Owned Disparities: Local small and veteran-owned businesses struggle to compete with larger corporations, limiting their participation in state procurement opportunities.

Recommendations

1. **New Businesses:**

Encourage participation by newly established small businesses.

2. **Small Business Set-Asides:**

Allocate certain projects exclusively for small business bidding.

3. **Future Disparity Studies:**

Continue conducting regular studies to track progress and adjust strategies.

4. **Alternate Teaming Arrangements:**

Facilitate partnerships between small and large firms to improve access.

5. **Overall POC-/Woman-Owned Business Targets:**

Establish overarching goals for participation in state contracts.

6. **POC-/Woman-Owned Business Contract Goals:**

Set specific contract award targets for POC- and woman-owned businesses.

Conclusion

This **Statewide Affirmative Action Report** reflects Oregon's ongoing commitment to fostering diversity, equity and inclusion across the executive branch workforce. This report serves as a resource for understanding the value of affirmative action and provides agencies with actionable insights to develop policies and programs that promote inclusivity and equity.

Accountability and Progress

The Office of Cultural Change has played a central role in supporting executive branch agencies in advancing their diversity, equity, inclusion and Affirmative Action efforts. Through the review of Affirmative Action Plans (AAPs), the office ensures that agencies align their workforce demographic data with actionable strategies to attract, recruit and retain underrepresented groups. In the most recent Oregon Agency Expectations progress report (July 1, 2024 – Sept. 30, 2024), 99% of agencies reported their affirmative action efforts, demonstrating a strong foundation for continued progress.

Current Activities

In addition to the support provided by the Office of Cultural Change, there are other efforts happening throughout the enterprise which aim to close disparity gaps while improving general state practices to become more equitable.

For example:

1. Career Mobility Project

In 2023, the state of Oregon partnered with Uplift Oregon and SEIU 503 to create a program that would help address labor vacancies in traditionally hard-to-fill positions. The program, named Career Mobility, launched its first cohort focused on Accounting and Tax Auditor vacancies. 24 current state employees completed the program and qualified to apply for new roles as of Dec. 2024.

2. Agency Expectations – Strategic Planning

In 2023, Governor Kotek shared a new set of expectations to serve as guideposts for the work we do together. Agencies have developed new strategic plans to guide their work, break down silos, and enhance systems to better serve individuals and families across the state. Some agencies have embedded diversity, equity and inclusion principles in their plans and others are exploring this in their next strategic plan update.

3. Statewide Exit Survey Project

A group of state employees convened in 2024 to discuss the standardization of an exit survey that would be utilized by all agencies through Workday. The group engaged with the state Diversity, Equity, Inclusion and Belonging Cabinet, a group of practitioners, for feedback on how this survey could help us understand the experiences of diverse groups, improve organizational practices, policies and procedures.

4. Equal Pay Analysis Project

In compliance with the law, the Executive Branch of state government conducts an Equal Pay Analysis at least once every three years to assess and correct wage disparities among employees who perform work of a comparable character. The 2024 Equal Pay Analysis Project is currently underway. The project is expected to proceed in 2 phases and is currently in phase 2. [Visit the Equal Pay Analysis Project website to learn more.](#)

Themes and Goals

This report highlights five critical themes that emerged from the review of Affirmative Action Plans for 2025-27:

1. Tracking and Measurement

- Agencies are focused on identifying metrics and methods to monitor recruitment, retention and engagement strategies effectively.

2. Inclusivity and Equity

- Elevating equity in business practices and fostering an inclusive workforce remain top priorities.

3. Plan Integration

- Diversity, equity and inclusion objectives are increasingly being integrated with affirmative action strategies to create cohesive and actionable plans.

4. Organizational Change

- Agencies are adapting their Diversity, Equity and Inclusion and Affirmative Action goals to align with evolving missions and organizational priorities.

5. Narrative and Communication

- Clear documentation and communication of plan objectives are essential to align organizational goals with affirmative action efforts.

Parting Note

As Oregon continues its journey toward greater equity and inclusion, this report provides a framework for reflection, discussion and action. Agencies are encouraged to view Affirmative Action not as a compliance obligation but as an opportunity to create workplaces that reflect the values and diversity of the communities they serve. By fostering accountability, prioritizing inclusivity and committing to ongoing improvement, Oregon can lead by example in building a workforce that thrives on diversity, equity and inclusion.

Acknowledgements

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Appendices

Appendix 1: Executive Order 22-11

Executive Order Link: [eo_22-11.pdf](#)

EXECUTIVE ORDER NO. 22-11

RELATING TO AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY, AND INCLUSION

On January 26, 2005, Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, including affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and training.

Since the issuance of Executive Order 05-01, Amendment 08-18, Amendment 16-09 and Amendment 17-11, state agencies have met with the Office of Cultural Change (OCC) and the Governor's Office (GO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has completed an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with the OCC and GO. The Governor and agency leadership have pledged their commitment to prioritize equity in their work. As a result, a bold and executable Diversity, Equity, and Inclusion (DEI) Action Plan was created. The DEI Action Plan was designed to guide efforts of the state enterprise to dismantle racism and establish a shared understanding. It is intended to complement agencies' existing equity initiatives and provide guidance to agencies early in their journey and thread the collective equity initiatives across the state.

Significant gains have been made, and there is more work to be done. The State of Oregon remains committed to every person's right to work and advance on the basis of knowledge, skills, ability and professional experience. In order to continue implementation of the goals and policies set forth in Executive Order 05-01, 08-18, 16-09, and 17-11, I extend these orders as follows:

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The OCC, GO, each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to improve hiring and developmental opportunities.
2. To continue the State of Oregon's progress in promotion of Diversity, Equity, and Inclusion in the workplace, and the elimination of effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:
 - a. Provide ongoing leadership in implementing each agency's affirmative action plan;
 - b. Ensure incorporation of affirmative action, diversity, equity, and inclusion responsibilities in executive and/or management job descriptions;
 - c. Ensure agencies fulfill their affirmative action responsibilities by requiring directors, administrators, managers, and coordinators of DEI, affirmative action, and equal employment opportunity, attend all OCC and GO meetings to assist Affirmative Action Representatives. Agencies will annually submit the name of agency Affirmative Action Representative and immediately inform the OCC if the representative is changed.
 - d. Post each agency's affirmative action plan policy statement and diversity and inclusion statement in a clearly visible area on agency's internal and external websites. The policy statement shall include the name and contact information for the agency's Affirmative Action Representative;
 - e. Communicate to all employees about the Affirmative Action resources available with each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development;
 - f. Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement

Affirmative Action Statements are prescribed for agencies with ten or fewer FTE.

- g. Work to improve implementation of the agency's affirmative action plan using professional development, performance assessments, and/or performance evaluations.
 - h. Ensure agency adopted systems address accessibility and ease of interaction through monitoring and continuous improvement to support a diverse, equitable, and inclusive workforce.
- 3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to the OCC and GO.
- 4. OCC will continue to coordinate with GO regarding the progression and presentation of statewide professional development designed to improve employees' skills and competency in managing affirmative action equity, and diversity issues.
- 5. OCC will annually monitor agencies' training and implementation of Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity and the internal and external impact of these professional development strategies. OCC, GO, Agency Directors and Administrators are expected to implement ongoing and current professional development by operationalizing equity and inclusion, which will promote a diverse workplace.
- 6. DAS, in conjunction with GO and the Oregon Department of Justice, has developed a web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to use state equipment to access the Exit Interview Survey and shall encourage all employees to complete the survey prior to their transfer or departure.
- 7. OCC will use all data collected from the Department of Administrative Services (DAS, Bureau of Labor and Industries (BOLI), Oregon

Employment Department (OED), and other state agencies to produce and distribute a biennial report to the Governor, the Legislature, and key stakeholders.

Appendix 2: Definitions of EEO-4 Job Category Definitions

Officials – Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment, and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors, and mapping scientists and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers, and weighers) and kindred workers.

Protective Service: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance) and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a New Careers concept. Included: research assistants, medical aides, child support workers, policy auxiliary

welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants and kindred workers.

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors and kindred workers.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill, and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators and kindred workers.

Service – Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers and kindred workers.

Appendix 3: Definitions of EEO-4 Race and Ethnicity Categories

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East or North Africa.

Black or African American (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.

Asian (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

American Indian or Alaska Native (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino) - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).

Appendix 4: Workforce Demographic Data Tables

Workforce Demographics by Race/Ethnicity (2022-24)

Workforce Demographics by Race/Ethnicity (2022-24)						
	2023-24		2022-23		2021-22	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	1,003	2.0%	869	1.8%	747
Asian	4.5%	2,072	4.3%	1,882	4.0%	1,701
Black or African American	2.7%	1,269	2.6%	1,159	2.6%	1,081
Hispanic or Latino	10.6%	4,950	9.9%	4,363	9.3%	3,912
I do not wish to answer	3.5%	1,648	3.3%	1,450	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.7%	349	0.6%	284	0.6%	251
Two or More Races	3.5%	1,633	3.5%	1,528	3.5%	1,481
White	72.2%	33,633	73.8%	32,445	75.1%	31,578
Total	100.0%	46,557	100.0%	43,980	100.0%	42,034

Workforce Demographics by Race/Ethnicity & Job Categories (2024)

As of June 30, 2024		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	percent	percent	percent	percent	percent	percent	percent	percent
American Indian or Alaska Native	1003	14.9%	7.6%	11.8%	39.9%	9.3%	6.8%	3.0%	6.9%
Asian	2072	13.9%	6.9%	11.6%	55.9%	3.7%	2.6%	0.5%	4.9%
Black or African American	1269	12.8%	11.0%	14.8%	43.2%	6.9%	1.9%	0.6%	8.8%
Hispanic or Latino	4950	16.7%	5.7%	18.2%	37.7%	10.3%	4.1%	1.3%	6.0%
I do not wish to answer.	1648	11.2%	8.8%	12.0%	51.1%	5.6%	6.1%	1.4%	3.7%
Native Hawaiian or Other Pacific Islander	349	14.6%	5.7%	14.6%	29.2%	7.7%	4.6%	2.3%	21.2%
Two or More Races	1633	14.5%	8.4%	13.1%	46.1%	4.3%	4.5%	3.1%	6.1%
White	33633	14.3%	9.4%	7.4%	46.7%	8.3%	4.7%	3.6%	5.7%
Total	46557	14.4%	8.8%	9.4%	45.9%	8.1%	4.5%	3.0%	5.8%

Workforce Demographics by Race/Ethnicity & Job Categories (2023)

As of June 30, 2023		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	percent	percent	percent	percent	percent	percent	percent	percent
American Indian or Alaska Native	869	14.5%	7.8%	10.4%	40.6%	10.2%	7.1%	3.5%	5.6%
Asian	1882	14.7%	6.7%	9.1%	56.9%	4.1%	2.6%	0.6%	5.3%
Black or African American	1159	12.6%	11.0%	13.5%	42.6%	8.2%	2.3%	1.0%	8.7%
Hispanic or Latino	4363	16.6%	5.9%	15.7%	37.9%	11.2%	4.7%	1.5%	6.3%
I do not wish to answer	1450	11.2%	9.0%	11.9%	50.1%	5.6%	6.6%	1.4%	3.9%
Native Hawaiian or Other Pacific Islander	284	16.5%	7.4%	13.4%	30.3%	8.8%	3.9%	2.5%	17.3%
Two or More Races	1528	15.6%	8.6%	12.2%	45.3%	4.5%	3.9%	3.2%	6.7%
White	32445	14.3%	9.3%	6.5%	46.5%	8.8%	4.7%	3.9%	6.0%
Total	43980	14.4%	8.8%	8.2%	45.8%	8.6%	4.7%	3.3%	6.1%

Workforce Demographics by Race/Ethnicity & Job Categories (2022)

As of June 30, 2022		Administrative Support (Including Clerical Sales)	Officials and Administrators	Paraprofessionals	Professionals	Protective Service Workers	Service	Skilled Craft Workers	Technicians
Race/Ethnicity	Number	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	747	14.9%	8.4%	10.2%	39.2%	10.0%	7.6%	3.9%	5.6%
Asian	1701	14.6%	6.1%	9.8%	55.3%	4.8%	2.5%	0.5%	6.3%
Black or African American	1081	13.6%	10.5%	13.4%	40.5%	8.9%	3.1%	0.8%	9.2%
Hispanic or Latino	3912	16.7%	5.7%	16.1%	37.8%	11.6%	4.5%	1.5%	6.0%
I do not wish to answer.	1283	10.9%	9.0%	11.5%	49.1%	5.7%	7.8%	1.2%	4.4%
Native Hawaiian or Other Pacific Islander	251	19.5%	6.8%	12.4%	30.7%	8.4%	3.2%	2.0%	16.7%
Two or More Races	1481	14.7%	7.4%	11.6%	46.6%	4.7%	5.0%	2.9%	7.0%
White	31578	14.5%	9.1%	6.7%	45.5%	9.1%	5.1%	3.8%	6.1%
Total	42034	14.6%	8.6%	8.3%	45.0%	8.9%	5.0%	3.3%	6.2%

New Hires by Race/Ethnicity Comparing to Total State Jobs (2022-24)

	2023-24			2022-23			2021-22		
	New hires		State Employees	New hires		State Employees	New hires		State Employees
Race/Ethnicity	Percent	Number	Percent	Percent	Number	Percent	Percent	Number	Percent
American Indian or Alaska Native	3.2%	270	2.2%	3.0%	264	2.0%	3.3%	262	1.8%
Asian	4.7%	392	4.5%	4.6%	409	4.3%	4.3%	348	4.0%
Black or African American	4.2%	350	2.7%	3.8%	341	2.6%	4.0%	323	2.6%
Hispanic or Latino	12.5%	1,045	10.6%	12.4%	1,103	9.9%	12.0%	963	9.3%
I do not wish to answer	5.9%	491	3.5%	6.0%	532	3.3%	6.8%	548	3.1%
Native Hawaiian or Other Pacific Islander	1.0%	87	0.7%	0.8%	67	0.6%	0.7%	59	0.6%
Two or More Races	3.2%	269	3.5%	3.4%	307	3.5%	3.6%	294	3.5%
White	65.3%	5,458	72.2%	66.1%	5,891	73.8%	65.3%	5,259	75.1%
Total	100.0%	8,362	100.0%	100.0%	8,914	100.0%	100.0%	8,056	100.0%
new hires as a percent of total state jobs	18.0%	46,557		20.3%	43,980		19.2%	42,034	

New Hires for Each Race/Ethnicity and the Percentage Hired into Each Job Category (2023-24)

	Administrative Support (Including Clerical Sales)		Officials and Administrators		Paraprofessionals		Professionals		Protective Service Workers		Service		Skilled Craft Workers		Technicians		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	12.6%	34	16.7%	45	11.5%	31	26.7%	72	5.9%	16	11.5%	31	3.0%	8	12.2%	33	0.0%	0	270	270
Asian	14.8%	58	15.8%	62	12.8%	50	43.1%	169	2.0%	8	3.3%	13	0.8%	3	7.4%	29	0.0%	0	392	392
Black or African American	13.4%	47	17.7%	62	13.7%	48	33.1%	116	4.6%	16	2.6%	9	0.0%	0	14.9%	52	0.0%	0	350	350
Hispanic or Latino	20.4%	213	6.8%	71	18.3%	191	29.7%	310	8.7%	91	7.6%	79	0.8%	8	7.8%	82	0.0%	0	1045	1,045
I do not wish to answer	15.1%	74	11.4%	56	14.9%	73	39.7%	195	1.6%	8	11.8%	58	1.4%	7	4.1%	20	0.0%	0	491	491
Native Hawaiian or Other Pacific Islander	14.9%	13	4.6%	4	11.5%	10	13.8%	12	5.7%	5	9.2%	8	2.3%	2	37.9%	33	0.0%	0	87	87
Two or More Races	17.8%	48	13.8%	37	10.8%	29	35.3%	95	4.5%	12	11.2%	30	2.6%	7	4.1%	11	0.0%	0	269	269
White	18.5%	1,009	11.8%	645	10.4%	568	31.8%	1,734	6.3%	343	10.7%	586	3.4%	187	7.0%	382	0.1%	4	5454	5,458
Total New Hires	17.9%	1,496	11.7%	982	12.0%	1,000	32.3%	2,703	6.0%	499	9.7%	814	2.7%	222	7.7%	642	0.0%	4	8358	8,362
Jobs in State	14.4%	6,691	8.8%	4,118	9.4%	4,389	45.9%	21,368	8.1%	3,756	4.5%	2,105	3.0%	1,408	5.8%	2,722			46557	18.0%

Non-Supervisory Promotions by Race/Ethnicity (2022-24)

	2023-2024			2022-2023			2021-2022		
	Promotions Total	Total non-supervisory Employees	% of Race/Ethnic group getting promotion	Promotions Total	Total Employees	% of Race/Ethnic group getting promotion	Promotions Total	Total Employees	% of Race/Ethnic group getting promotion
Race/Ethnicity	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	2.4%	2.2%	8.2%	2.0%	2.0%	9.9%	1.8%	1.8%	9.6%
Asian	4.6%	4.6%	7.6%	4.5%	4.4%	10.1%	4.0%	4.2%	9.4%
Black or African American	2.7%	2.7%	7.7%	3.0%	2.6%	11.2%	3.2%	2.6%	12.2%
Hispanic or Latino	12.8%	11.1%	8.8%	12.2%	10.3%	11.7%	11.8%	9.7%	11.8%
I do not wish to answer	3.8%	3.7%	7.7%	3.4%	3.5%	9.6%	2.7%	3.2%	8.1%
Native Hawaiian or Other Pacific Islander	0.8%	0.8%	7.4%	0.6%	0.7%	8.8%	0.5%	0.6%	8.8%
Two or More Races	4.0%	3.6%	8.5%	4.7%	3.5%	13.0%	3.9%	3.6%	10.6%
White	68.9%	71.4%	7.3%	69.5%	73.1%	9.3%	72.1%	74.4%	9.4%
Total	100.0%	100.0%	7.6%	100.0%	100.0%	9.8%	100.0%	100.0%	9.7%

Separations by Percentage of Race/Ethnicity and Gender (2022-24)

	2023-24			2022-23			2021-22		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Race/Ethnicity	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
American Indian or Alaska Native	13.3%	15.7%	14.3%	15.0%	17.9%	16.2%	21.8%	23.1%	22.4%
Asian	10.0%	10.3%	10.1%	11.1%	12.1%	11.5%	13.6%	21.4%	16.8%
Black or African American	18.1%	16.8%	17.5%	23.3%	18.1%	20.7%	18.2%	27.8%	22.8%
Hispanic or Latino	10.6%	12.2%	11.2%	13.9%	14.8%	14.2%	17.2%	26.4%	20.7%
I do not wish to answer	18.0%	12.6%	15.4%	26.1%	21.6%	23.9%	36.4%	41.5%	39.0%
Native Hawaiian or Other Pacific Islander	7.4%	11.6%	9.2%	13.7%	13.8%	13.7%	18.3%	31.6%	23.5%
Two or More Races	9.7%	12.4%	10.7%	14.2%	17.7%	15.5%	19.5%	20.8%	20.1%
White	11.5%	11.3%	11.5%	14.3%	14.0%	14.2%	17.2%	23.2%	19.9%
Total	11.7%	11.7%	11.7%	14.7%	14.6%	14.7%	17.8%	24.1%	20.6%

Managers by Percentage of Race/Ethnicity (2024)

Supervisory or Manager Status						
As of June 30, 2024	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	916	1.8%	87	2.2%	1,003
Asian	4.6%	1,906	3.4%	166	4.5%	2,072
Black or African American	2.7%	1,123	3.0%	146	2.7%	1,269
Hispanic or Latino	11.1%	4,616	6.9%	334	10.6%	4,950
I do not wish to answer	3.7%	1,550	2.0%	98	3.5%	1,648
Native Hawaiian or Other Pacific Islander	0.8%	325	0.5%	24	0.7%	349
Two or More Races	3.6%	1,492	2.9%	141	3.5%	1,633
White	71.4%	29,771	79.5%	3,862	72.2%	33,633
Total	100.0%	41,699	100.0%	4,858	100.0%	46,557

Managers by Percentage of Race/Ethnicity (2023)

Supervisory or Manager Status						
As of June 30, 2023	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.0%	788	1.7%	81	2.0%	869
Asian	4.4%	1,730	3.3%	152	4.3%	1,882
Black or African American	2.6%	1,023	2.9%	136	2.6%	1,159
Hispanic or Latino	10.3%	4,050	6.8%	313	9.9%	4,363
I do not wish to answer	3.5%	1,365	1.8%	85	3.3%	1,450
Native Hawaiian or Other Pacific Islander	0.7%	260	0.5%	24	0.6%	284
Two or More Races	3.5%	1,387	3.0%	141	3.5%	1,528
White	73.1%	28,747	79.9%	3,697	73.8%	32,444
Total	100.0%	39,350	100.0%	4,629	100.0%	43,979

Managers by Percentage of Race/Ethnicity (2022)

Supervisory or Manager Status						
As of June 30, 2022	No		Yes		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	1.8%	679	1.6%	68	1.8%	747
Asian	4.2%	1,575	2.9%	126	4.0%	1,701
Black or African American	2.6%	962	2.7%	119	2.6%	1,081
Hispanic or Latino	9.7%	3,647	6.1%	265	9.3%	3,912
I do not wish to answer	3.2%	1,205	1.8%	78	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.6%	228	0.5%	23	0.6%	251
Two or More Races	3.6%	1,364	2.7%	117	3.5%	1,481
White	74.4%	28,030	81.7%	3,548	75.1%	31,578
Total	100.0%	37,690	100.0%	4,344	100.0%	42,034

Workforce Demographics by Generation (2024)

As of June 30, 2024	Traditionalists (1917 - 1946)		Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Millennials (1981 - 1996)		Generation Z (1997 - Current)		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	0.0%	0	1.8%	115	2.2%	424	2.2%	384	2.7%	80	0.0%	0	2.2%	1,003
Asian	1.5%	1	3.7%	238	4.4%	868	4.7%	830	4.6%	135	0.0%	0	4.5%	2,072
Black or African American	1.5%	1	2.5%	160	2.6%	502	3.0%	535	2.4%	71	0.0%	0	2.7%	1,269
Hispanic or Latino	1.5%	1	5.1%	326	7.7%	1,497	14.4%	2,553	19.5%	573	0.0%	0	10.6%	4,950
I do not wish to answer	3.0%	2	3.0%	192	3.3%	646	3.7%	651	5.3%	157	0.0%	0	3.5%	1,648
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	22	0.6%	121	1.0%	172	1.2%	34	0.0%	0	0.7%	349
Two or More Races	1.5%	1	2.6%	162	3.4%	654	4.2%	737	2.7%	79	0.0%	0	3.5%	1,633
White	90.9%	60	80.9%	5,134	75.9%	14,806	66.8%	11,818	61.6%	1,814	100.0%	1	72.2%	33,633
Total	100.0%	66	100.0%	6,349	100.0%	19,518	100.0%	17,680	100.0%	2,943	100.0%	1	100.0%	46,557

Workforce Demographics by Generation (2023)

As of June 30, 2023	Traditionalists (1917 - 1946)		Baby Boomers (1947 - 1964)		Generation X (1965 - 1980)		Millennials (1981 - 1996)		Generation Z (1997 - Current)		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	0.0%	0	1.6%	113	2.0%	367	2.0%	321	3.0%	68			2.0%	869
Asian	1.4%	1	3.6%	255	4.4%	813	4.5%	713	4.4%	100			4.3%	1,882
Black or African American	1.4%	1	2.5%	175	2.6%	477	2.8%	452	2.4%	54			2.6%	1,159
Hispanic or Latino	1.4%	1	5.0%	356	7.5%	1,391	13.8%	2,199	18.4%	416			9.9%	4,363
I do not wish to answer.	5.6%	4	2.7%	190	3.1%	581	3.5%	555	5.3%	120			3.3%	1,450
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	23	0.6%	115	0.8%	134	0.5%	12			0.6%	284
Two or More Races	1.4%	1	2.5%	178	3.3%	609	4.3%	680	2.7%	60			3.5%	1,528
White	88.7%	63	81.8%	5,789	76.7%	14,302	68.3%	10,865	63.2%	1,425			73.8%	32,444
Total	100.0%	71	100.0%	7,079	100.0%	18,655	100.0%	15,919	100.0%	2,255			100.0%	43,979

Workforce Demographics by Generation (2022)

As of June 30, 2022	Traditionalists (1917 - 46)		Baby Boomers (1947 - 64)		Generation X (1965 - 80)		Millennials (1981 - 96)		Generation Z (1997 - Current)		(Blank)		Total	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	1.1%	1	1.5%	121	1.8%	331	1.8%	253	2.7%	41	0.0%	0	1.8%	747
Asian	1.1%	1	3.4%	269	4.1%	749	4.4%	631	3.3%	51	0.0%	0	4.0%	1,701
Black or African American	3.4%	3	2.3%	183	2.6%	467	2.7%	392	2.3%	36	0.0%	0	2.6%	1,081
Hispanic or Latino	0.0%	0	4.9%	386	7.3%	1,320	13.4%	1,931	17.8%	275	0.0%	0	9.3%	3,912
I do not wish to answer	3.4%	3	2.2%	174	2.9%	520	3.4%	488	6.3%	98	0.0%	0	3.1%	1,283
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	25	0.6%	105	0.8%	114	0.5%	7	0.0%	0	0.6%	251
Two or More Races	2.3%	2	2.4%	189	3.3%	601	4.4%	636	3.4%	53	0.0%	0	3.5%	1,481
White	88.6%	78	82.8%	6,493	77.4%	14,013	69.2%	10,007	63.7%	986	100.0%	1	75.1%	31,578
Total	100.0%	88	100.0%	7,840	100.0%	18,106	100.0%	14,452	100.0%	1,547	100.0%	1	100.0%	42,034

Reported Disability Status by Race & Ethnicity (2022-24)

Reported Disability by Race/Ethnicity												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.1%	969	3.1%	34	1.9%	833	3.5%	36	1.7%	713	3.3%	34
Asian	4.5%	2,038	3.1%	34	4.3%	1,849	3.2%	33	4.1%	1,672	2.8%	29
Black or African American	2.7%	1,240	2.7%	29	2.6%	1,134	2.4%	25	2.6%	1,060	2.0%	21
Hispanic or Latino	10.7%	4,879	6.5%	71	10.0%	4,302	5.9%	61	9.4%	3,854	5.6%	58
I do not wish to answer.	3.6%	1,617	2.9%	31	3.3%	1,424	2.5%	26	3.1%	1,263	1.9%	20
Native Hawaiian or Other Pacific Islander	0.7%	341	0.7%	8	0.6%	278	0.6%	6	0.6%	248	0.3%	3
Two or More Races	3.4%	1,548	7.8%	85	3.4%	1,441	8.4%	87	3.4%	1,382	9.6%	99
White	72.2%	32,838	73.1%	795	73.8%	31,682	73.6%	762	75.1%	30,807	74.5%	771
Total	100.0%	45,470	100%	1087	100.0%	42,943	100%	1036	100%	40,999	100%	1035
		46,557	2.33%			43,979	2.36%			42,034	2.46%	

New Hires by Race/Ethnicity and Reported Disability (2022-24)

New Hires by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	3.2%	266	3.1%	4	3.0%	262	1.7%	2	3.2%	256	5.7%	6
Asian	4.7%	388	3.1%	4	4.6%	402	6.1%	7	4.3%	343	4.7%	5
Black or African American	4.2%	346	3.1%	4	3.8%	335	5.2%	6	3.9%	314	8.5%	9
Hispanic or Latino	12.6%	1,035	7.8%	10	12.4%	1,095	7.0%	8	12.0%	954	8.5%	9
I do not wish to answer.	5.9%	487	3.1%	4	6.0%	528	3.5%	4	6.9%	547	0.9%	1
Native Hawaiian or Other Pacific Islander	1.1%	87	0.0%	0	0.8%	66	0.9%	1	0.7%	59	0.0%	0
Two or More Races	3.1%	259	7.8%	10	3.4%	298	7.8%	9	3.5%	281	12.3%	13
White	65.2%	5,366	71.9%	92	66.1%	5,813	67.8%	78	65.4%	5,196	59.4%	63
Total	100.0%	8,234	100%	128	100.0%	8,799	100.0%	115	100.0%	7,950	100%	106
New Hires Total		8,362	1.53%			8,914	1.29%			8,056	1.32%	

Separations by Race/Ethnicity and Reported Disability (2022-24)

Separations by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.6%	137	4.1%	6	2.1%	133	5.2%	8	1.9%	162	2.7%	5
Asian	3.9%	205	2.7%	4	3.4%	214	2.0%	3	3.3%	281	2.2%	4
Black or African American	4.1%	219	2.1%	3	3.8%	236	2.6%	4	2.9%	242	2.7%	5
Hispanic or Latino	10.3%	547	5.5%	8	9.7%	611	5.9%	9	9.4%	801	4.9%	9
I do not wish to answer.	4.7%	249	2.7%	4	5.4%	341	3.9%	6	5.9%	498	1.1%	2
Native Hawaiian or Other Pacific Islander	0.6%	32	0.0%	0	0.6%	39	0.0%	0	0.7%	58	0.5%	1
Two or More Races	3.1%	163	8.2%	12	3.4%	217	13.1%	20	3.3%	279	9.7%	18
White	70.7%	3,742	74.7%	109	71.5%	4,502	67.3%	103	72.6%	6,158	76.2%	141
Total	100.0%	5,294	100%	146	100.0%	6,293	100.0%	153	100.0%	8,479	100%	185
Separations Total	97.3%	5,440	2.68%		97.6%	6,446	2.37%		97.9%	8,664	2.14%	

Promotions by Race/Ethnicity and Reported Disability (2022-24)

Promotions by Race/Ethnicity and Reported Disability												
	2023-24				2022-23				2021-22			
	No Reported Disability		Reported Disability		No Reported Disability		Reported Disability		No Reported Disability		Reported Disability	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.3%	71	7.5%	4	2.0%	75	3.5%	3	1.7%	60	5.9%	5
Asian	4.6%	142	5.7%	3	4.6%	172	3.5%	3	4.1%	146	2.4%	2
Black or African American	2.7%	85	1.9%	1	3.0%	112	3.5%	3	3.2%	114	3.5%	3
Hispanic or Latino	12.9%	401	7.5%	4	12.3%	462	11.6%	10	11.9%	425	7.1%	6
I do not wish to answer.	3.8%	118	1.9%	1	3.4%	128	3.5%	3	2.7%	97	1.2%	1
Native Hawaiian or Other Pacific Islander	0.7%	23	1.9%	1	0.6%	22	1.2%	1	0.6%	20	0.0%	0
Two or More Races	4.0%	123	7.5%	4	4.6%	172	10.5%	9	3.9%	141	3.5%	3
White	69.0%	2,140	66.0%	35	69.7%	2,626	62.8%	54	72.0%	2,574	76.5%	65
Total	100.0%	3,103	100%	53	100.0%	3,769	100%	86	100.0%	3,577	100%	85
Separations Total	98.3%	3,156	1.68%		97.8%	3,855	2.23%		97.7%	3,662	2.32%	

Reported Veteran Status by Race/Ethnicity (2022-24)

Reported Veterans Status by Race/Ethnicity												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.2%	939	2.1%	64	2.0%	815	1.8%	54	1.8%	695	1.7%	52
Asian	4.6%	2,002	2.3%	70	4.4%	1,814	2.2%	68	4.2%	1,639	2.1%	62
Black or African American	2.7%	1,194	2.5%	75	2.7%	1,090	2.3%	69	2.6%	1,019	2.1%	62
Hispanic or Latino	10.9%	4,724	7.4%	226	10.1%	4,142	7.3%	221	9.5%	3,707	6.9%	205
I do not wish to answer.	3.6%	1,571	2.5%	77	3.4%	1,377	2.4%	73	3.1%	1,220	2.1%	63
Native Hawaiian or Other Pacific Islander	0.8%	333	0.5%	16	0.7%	269	0.5%	15	0.6%	238	0.4%	13
Two or More Races	3.5%	1,520	3.7%	113	3.5%	1,418	3.6%	110	3.5%	1,369	3.7%	112
White	71.8%	31,231	78.9%	2,402	73.3%	30,031	79.8%	2,413	74.7%	29,158	81.0%	2,420
Total	100.0%	43,514	100%	3043	100.0%	40,956	100%	3023	100%	39,045	100%	2989
		46,557	6.54%			43,979	6.87%			42,034	7.11%	

New Hires by Race/Ethnicity and Veteran Status (2022-24)

New Hires by Race/Ethnicity and Veteran Status												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	3.2%	258	3.0%	12	3.0%	253	2.2%	11	3.3%	250	2.8%	12
Asian	4.8%	383	2.2%	9	4.7%	397	2.4%	12	4.5%	340	1.8%	8
Black or African American	4.2%	334	4.0%	16	3.8%	323	3.6%	18	4.0%	306	3.9%	17
Hispanic or Latino	12.6%	1,005	9.9%	40	12.6%	1,061	8.4%	42	12.1%	924	9.0%	39
I do not wish to answer.	6.0%	478	3.2%	13	6.1%	516	3.2%	16	7.0%	534	3.2%	14
Native Hawaiian or Other Pacific Islander	1.0%	83	1.0%	4	0.8%	64	0.6%	3	0.7%	57	0.5%	2
Two or More Races	3.2%	253	4.0%	16	3.5%	292	3.0%	15	3.5%	270	5.5%	24
White	64.9%	5,163	72.8%	295	65.5%	5,508	76.6%	383	64.8%	4,940	73.3%	319
Total	100.0 %	7,957	100%	405	100.0%	8,414	100.0%	500	100.0%	7,621	100%	435
New Hires Total		8,362	4.84%			8,914	5.61%			8,056	5.40%	

Promotions by Race/Ethnicity and Veteran Status (2022-24)

Promotions by Race/Ethnicity and Veterans Status												
	2023-24				2022-23				2021-22			
	Not a Veteran		Veteran		Not a Veteran		Veteran		Not a Veteran		Veteran	
Race/Ethnicity	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number
American Indian or Alaska Native	2.3%	68	3.6%	7	2.1%	75	1.1%	3	1.7%	58	3.1%	7
Asian	4.7%	138	3.6%	7	4.8%	171	1.5%	4	4.1%	142	2.6%	6
Black or African American	2.6%	76	5.1%	10	3.0%	106	3.4%	9	3.2%	111	2.6%	6
Hispanic or Latino	13.0%	384	10.8%	21	12.5%	447	9.3%	25	11.9%	409	9.6%	22
I do not wish to answer.	3.7%	111	4.1%	8	3.5%	124	2.6%	7	2.8%	97	0.4%	1
Native Hawaiian or Other Pacific Islander	0.8%	24	0.0%	0	0.6%	23	0.0%	0	0.5%	18	0.9%	2
Two or More Races	4.1%	121	3.1%	6	4.6%	164	6.3%	17	3.9%	135	3.9%	9
White	68.9%	2,039	69.7%	136	69.1%	2,477	75.7%	203	71.8%	2,464	76.8%	175
Total	100.0%	2,961	100%	195	100.0%	3,587	100%	268	100.0%	3,434	100%	228
Separations Total	93.8%	3,156	6.18%		93.0%	3,855	6.95%		93.8%	3,662	6.23%	

Separations by Race/Ethnicity and Years of Service (2024)

	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	3.1%	8	2.8%	6	0.0%	0	1.3%	3	2.1%	4	1.0%	5	3.1%	117	2.6%	143
Asian	4.2%	11	0.5%	1	2.3%	5	2.5%	6	5.8%	11	3.6%	19	4.1%	156	3.8%	209
Black or African American	3.8%	10	3.3%	7	1.4%	3	2.5%	6	1.1%	2	4.2%	22	4.5%	172	4.1%	222
Hispanic or Latino	5.4%	14	5.6%	12	5.1%	11	5.4%	13	4.2%	8	10.0%	52	11.7%	445	10.2%	555
I do not wish to answer.	1.5%	4	0.5%	1	0.9%	2	0.8%	2	2.1%	4	2.5%	13	6.0%	227	4.7%	253
Native Hawaiian or Other Pacific Islander	0.8%	2	0.5%	1	0.0%	0	0.0%	0	0.0%	0	0.6%	3	0.7%	26	0.6%	32
Two or More Races	0.4%	1	0.9%	2	3.2%	7	0.4%	1	1.1%	2	3.8%	20	3.7%	142	3.2%	175
White	80.8%	211	86.0%	185	87.1%	189	87.1%	209	83.6%	158	74.3%	387	66.2%	2,512	70.8%	3,851
Total	100.0%	261	100.0%	215	100.0%	217	100.0%	240	100.0%	189	100.0%	521	100.0%	3,797	100.0%	5,440

Separations by Race/Ethnicity and Years of Service (2023)

	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	2.6%	7	1.2%	3	2.9%	7	1.5%	3	1.0%	2	2.2%	14	2.3%	105	2.2%	141
Asian	1.5%	4	1.6%	4	4.1%	10	2.4%	5	4.2%	8	2.1%	13	3.7%	173	3.4%	217
Black or African American	1.1%	3	2.0%	5	0.8%	2	1.0%	2	1.6%	3	3.3%	21	4.4%	204	3.7%	240
Hispanic or Latino	6.8%	18	3.1%	8	6.2%	15	6.3%	13	5.7%	11	7.3%	46	10.9%	509	9.6%	620
I do not wish to answer.	1.5%	4	2.0%	5	2.1%	5	1.5%	3	1.0%	2	1.4%	9	6.9%	319	5.4%	347
Native Hawaiian or Other Pacific Islander	0.4%	1	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.0%	6	0.7%	32	0.6%	39
Two or More Races	1.1%	3	2.0%	5	0.8%	2	0.0%	0	2.1%	4	5.6%	35	4.0%	188	3.7%	237
White	85.0%	226	88.3%	226	83.1%	202	87.3%	179	84.4%	162	77.1%	486	67.1%	3,124	71.4%	4,605
Total	100.0%	266	100.0%	256	100.0%	243	100.0%	205	100.0%	192	100.0%	630	100.0%	4,654	100.0%	6,446

Separations by Race/Ethnicity and Years of Service (2022)

	10 Years or Greater and Less than 15		15 Years or Greater and Less than 20		20 Years or Greater and Less than 25		25 Years or Greater and Less than 30		30 Years or Greater		5 Years or Greater and Less than 10		Less than 5 Years		Total	
Race/Ethnicity	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
American Indian or Alaska Native	1.0%	4	1.4%	4	2.8%	9	0.6%	1	1.7%	4	1.6%	12	2.0%	133	1.9%	167
Asian	2.7%	11	2.4%	7	1.3%	4	6.4%	11	2.6%	6	2.0%	15	3.6%	231	3.3%	285
Black or African American	2.5%	10	0.3%	1	2.2%	7	1.2%	2	1.3%	3	2.0%	15	3.2%	209	2.9%	247
Hispanic or Latino	4.4%	18	6.5%	19	6.6%	21	5.2%	9	6.6%	15	6.4%	48	10.5%	680	9.3%	810
I do not wish to answer.	2.0%	8	1.0%	3	0.6%	2	2.3%	4	0.9%	2	1.9%	14	7.2%	467	5.8%	500
Native Hawaiian or Other Pacific Islander	0.0%	0	0.3%	1	0.3%	1	0.6%	1	0.0%	0	0.9%	7	0.8%	49	0.7%	59
Two or More Races	4.4%	18	2.7%	8	1.9%	6	0.6%	1	0.4%	1	5.3%	40	3.4%	223	3.4%	297
White	83.0%	337	85.2%	248	84.2%	267	83.2%	144	86.5%	198	79.9%	599	69.3%	4,506	72.7%	6,299
Total	100.0%	406	100.0%	291	100.0%	317	100.0%	173	100.0%	229	100.0%	750	100.0%	6,498	100.0%	8,664

Appendix 5: Affirmative Action Plan Guide

Document Link: [Affirmative Action Plan Guide](#)

