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AGENDA COVER MEMORANDUM

AGENDA DATE: March 2, 2005

PRESENTED TO: Board of County Commissioners

PRESENTED BY: Laura Yergan, Performance, Development & Diversity Coordinator

AGENDA TITLE: **IN THE MATTER OF ADOPTING THE REVISED LANE COUNTY DIVERSITY ACTION PLAN.**

- I. MOTION: THAT THE REVISED DIVERSITY ACTION PLAN BE ADOPTED BY THE BOARD OF COMMISSIONERS SO THAT LANE COUNTY MIGHT BEST REACH ITS OBJECTIVES WITH REGARD TO DIVERSITY AND CULTURAL COMPETENCY.**

MOVE APPROVAL OF ORDER 05-03-02 _____ .

II. ISSUE

The Lane County Diversity Action Plan (the Plan) requires three minor, non-substantive revisions as a result, in part, of an extension in time required in order to complete the development of the Plan. This extension was requested by the Diversity Task Force, the group that developed the Plan.

III. DISCUSSION - REPORT

a. Background

The Lane County Diversity Action Plan was originally written with the projected date for presentation to the Board of Commissioners of December 2004. However, the Diversity Task Force decided to extend their planning time an additional month. This meant that the Plan was not presented to nor adopted by the Board of Commissioners until February 2, 2005. As a result of the additional time, two of the Action Items in the Plan, both of which were dated January 2005, need to be moved back two months to be dated March 2005 (see Analysis section below). Additionally, in reviewing the Plan, it was determined that one

further change to one other Action Item was needed for accuracy (see Analysis section below).

b. Analysis

The two Action Items whose dates are recommended to be changed from "January 2005" to "March 2005" and their respective section titles are:

- Lane County as Funder – Action Item "A" – page 9
- Lane County as Funder – Action Item "B" – page 9

The additional change needed is located on page 2 of the Plan under the section entitled "Employer," item "C." The responsible party listed under this item is recommended to be changed from "Human Resources Manager" to "Department Directors." The item currently states:

Increase the referral process through Human Resources for "extra help" (temporary) positions as a way to increase opportunities for diverse applicants to become part of the County workforce.

Responsible: Human Resources Manager

When: June 2005

Frequency: Ongoing

The recommended change to this item would read:

Increase the referral process through Human Resources for "extra help" (temporary) positions as a way to increase opportunities for diverse applicants to become part of the County workforce.

Responsible: ~~Human Resources Manager~~ Department Directors

When: June 2005

Frequency: Ongoing

This change more accurately reflects the Department Directors as having the primary role and responsibility to utilize the extra help resources provided by the Human Resources Division. Human Resources, then, has a key support role, rather than the primary responsibility to implement this Action Item.

c. Alternatives/Options

1. The Board of Commissioners may choose not to accept the recommended changes to the Lane County Diversity Action Plan and may choose to do something different.
2. The Board of Commissioners may choose to accept the recommended changes to the Lane County Diversity Action Plan.

d. Recommendation

That the Board of Commissioners accepts and approves the recommended changes to the recently adopted Lane County Diversity Action Plan (Recommendation #2).

IV. IMPLEMENTATION/FOLLOW-UP

Should the Board of Commissioners choose to accept and approve the recommended changes to the Lane County Diversity Action Plan, implementation of the Plan will begin immediately thereafter.

V. ATTACHMENTS

- Board Order
- Revised Diversity Action Plan (Legislative Format)

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

RESOLUTION AND) **IN THE MATTER OF ADOPTING THE**
ORDER 05-) **REVISED LANE COUNTY DIVERSITY**
) **ACTION PLAN.**
)
)
)

WHEREAS, the Board of Commissioners recently adopted the Lane County Diversity Action Plan (the Plan); and

WHEREAS, the Diversity Task Force, the group that developed the Plan, needed to extend its planning time by an additional month from December 2004 to January 2005; and

WHEREAS, the Plan was not then able to be presented to the Board of Commissioners until February 2, 2005; and

WHEREAS, two of the Action Items in the Plan were dated for January 2005, which was to be one month after the original projected adoption date by the Board of Commissioners, these items then are recommended to be moved to March 2005, one month after the date the Board of Commissioners actually adopted the Plan; and

WHEREAS, the Action Item under the section entitled "Employer" Item "C" was recommended to be changed to reflect more accuracy; and

IT IS HEREBY RESOLVED AND ORDERED, that the recommended revisions to the Lane County Diversity Action Plan herein be accepted and approved by the Board of Commissioners.

Dated this _____ day of _____, 2005.

Anna Morrison, Chair
Lane County Board of County Commissioners

APPROVED AS TO FORM
Date 2/28/05 Lane County
Jeres [Signature]
OFFICE OF LEGAL COUNSEL

**Report to the Lane County
Board of Commissioners**

2005

Lane County Diversity Action Plan

By the Diversity Task Force



Diversity 2005 Framework

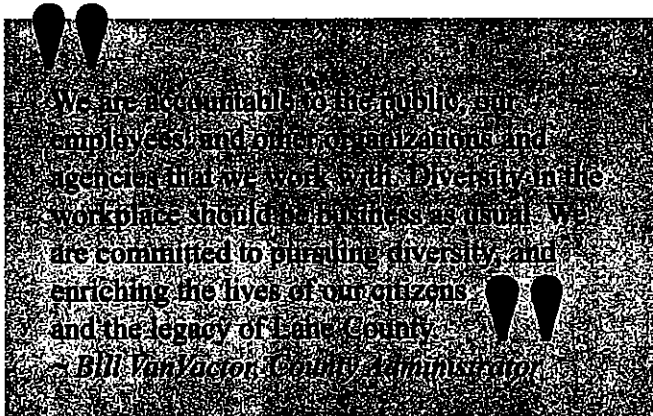
What is diversity?

Diversity transcends race and gender, affirmative action, and equal employment opportunity. It means respecting and valuing differences such as those based on age, disability, ethnicity, gender, language, race, religion, socio-economic status, sexual orientation and political beliefs.

Why diversity?

Because *all* people deserve respect. Without diversity we don't grow. Period. Imagine a world without diverse ecosystems. Think of a life of eating the same food and doing the same old thing, day-in day-out. We are poor when we are deprived of a diverse human environment.

Lane County is committed to diversity and believes that through the combined efforts of its leaders and employees they can make a difference. Lane County also believes that everyone has a role and responsibility for making diversity a success.



Visit the Website lanecounty.org/diversity

What can we do?

Leaders...

- ♦ Adopt policies that clearly develop an overall climate for diversity in Lane County;
- ♦ Provide public leadership on diversity issues;
- ♦ Approve funding for diversity initiatives;
- ♦ Hold those they supervise accountable for supporting diversity initiatives;
- ♦ Ensure ongoing diversity and cultural competency training for all employees.

Employees...

- ♦ Be aware, sensitive, and respectful of employees and the public;
- ♦ Actively contribute to creating a respectful work environment;
- ♦ Become culturally competent and knowledgeable about diversity principles;
- ♦ Educate co-workers and others about good diversity practice;
- ♦ Communicate effectively across cultural differences.

*"Where there is no difference,
there is only indifference."
~Louis Nizer, Author*

The Future Vision

In 10 years Lane County will increasingly...

- View the differences between people as a strength;
- Use practices and policies that empower all people in the organization;
- Educate employees in cultural competency;
- Embrace these values.




LANE COUNTY DIVERSITY ACTION PLAN

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*"He who knows others is clever; he who knows himself is enlightened."
Lao Tzu*



EXECUTIVE SUMMARY

The Action Items on the following pages are the result of a year long process that included assessing progress since the last diversity plan was adopted in 1995, input from employees about current needs and barriers, review of the 2003 report of the Cultural Competency Consultation Group, and feedback from the larger community.

In her work with Lane County in 1999, Peggy Nagae underscored that “making diversity concrete means integrating it within the County’s systems, structures, policies, and practices.” Following that lead, these Action Items cut across the whole organization. The Diversity Task Force kept the four main areas of focus from the prior diversity plan:

- Lane County as Employer
- Lane County as Funder
- Lane County as Service Provider
- Lane County Boards and Commissions.

These four areas are all interconnected and overlapping. For instance, Lane County’s capacity to appropriately provide services to diverse communities is largely dependent on its workforce. Therefore, while the Action Items are each listed within the four goal areas, many of them are parts of an interdependent system and therefore refer to Action Items in the other goal areas.

In addition to the four areas of focus, the Task Force has included recommendations in the areas of accountability and monitoring, and outcomes. This is grounded in the belief that what gets measured gets done in organizations.

To help ensure that the Action Items are implemented, the Task Force included responsible parties and timelines for implementation. The accountability and monitoring recommendations at the end of the Plan are designed to hold these individuals, and the organization as a whole, accountable for the implementation of the Action Items.

“I do not want my house to be walled in on all sides and my windows to be stifled. I want all the cultures of all lands to be blown about my house as freely as possible.”
Mahatma Gandhi



LANE COUNTY AS EMPLOYER

GOAL: *To recruit, retain, and develop a qualified and diverse workforce; to train and orient a workforce that is culturally competent; and to use data to measure deficits and progress of diversity goals.*

ACTION ITEMS:

A. Conduct a new organizational climate survey of Lane County as an employer.

Responsible: County Administrator

When: October 2004

Frequency: Every 5 years

B. Each department will identify a set of diversity goals which may be incorporated into their strategic plan (see item "K" under Service Provider).

Responsible: Department Directors

When: July 2005

Frequency: Annually

C. Increase the referral process through Human Resources for "extra help" (temporary) positions as a way to increase opportunities for diverse applicants to become part of the County workforce.

Responsible: ~~Human Resources Manager~~ Department Directors

When: June 2005

Frequency: Ongoing

D. Conduct an exit interview when an employee leaves the county workforce to find out about their employment experience and why they leave the County. Use a standardized form for these interviews and make them a required part of the employee separation process.

Responsible: Human Resources Manager

When: June 2005

Frequency: Biennially

*"Everyone in
the world
smiles in the
same lan-
guage."
Mexican
American
Proverb*



LANE COUNTY

AS EMPLOYER *(cont'd.)*

E. Analyze exit interview data to determine if detrimental patterns exist and utilize results to address these patterns.

Responsible: Human Resources Manager

When: January 2006

Frequency: Biennially

F. Educate and train supervisors and managers as to the appropriate application of "merit and fitness" as outlined in the Lane Charter, so applicants are screened against a broader definition that may address the County's ability to increase workforce diversity.

Responsible: Human Resources Manager

When: January 2006

Frequency: Every 5 years

G. Develop diversity/cultural competency standards for performance evaluations for Lane County employees, including directors, managers, and supervisors.

Responsible: Human Resources Manager

When: June 2005

Frequency: Biennially

H. Track internal equal employment opportunity-related employee and customer complaints, review data and address any patterns that may be identified to reduce the number of these complaints.

Responsible: Human Resources Manager

When: April 2005

Frequency: Annually

*"You must
look into
people, as
well as at
them."*

*Lord
Chesterfield*



LANE COUNTY

AS EMPLOYER *(cont'd.)*

I. Provide training that is sensitive to the diverse needs and learning styles of participants. Evaluate trainers on their sensitivity to cultural differences and their ability to effectively use a variety of teaching techniques.

Responsible: Human Resources Manager
When: Ongoing
Frequency: Ongoing

J. Determine how the County's interview process might unintentionally favor people from dominant cultures (cultural bias) and provide recommendations to hiring supervisors for overcoming any problems identified.

Responsible: Human Resources Manager
When: October 2005
Frequency: Ongoing

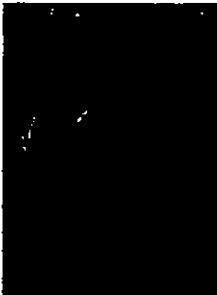
K. Conduct a survey of community members' perceptions of Lane County as an employer. Develop strategies to address any negative perceptions that may exist.

Responsible: Human Resources Manager, Public Information Officer,
Advisory Committee Members
When: October 2005
Frequency: Ongoing

L. Develop a comprehensive list of strategies to further increase recruitment, retention, and promotion of diverse populations.

Responsible: Human Resources Manager
When: April 2005
Frequency: Ongoing

*"Truth knows
no color; it
appeals to
intelligence."
James Cone,
Theologian*



LANE COUNTY

AS EMPLOYER *(cont'd.)*

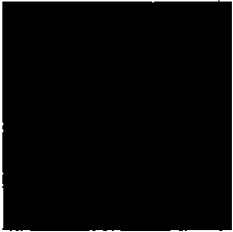
M. Increase knowledge and competency in diversity and cross-cultural communication and require on-going training in these areas for Lane County managers and employees.

Responsible: Performance, Development & Diversity Coordinator

When: March 2005

Frequency: Ongoing

*Our fate is to
become one,
and yet
many. This is
not proph-
ecy, but
description."*
Ralph Ellison,
Novelist



N. Require periodic training for Lane County managers and employees to increase knowledge of anti-harassment laws, Lane County's anti-harassment policy, and prevention of harassment.

Responsible: Performance, Development & Diversity Coordinator

When: Ongoing

Frequency: Ongoing

O. Establish educational and career development opportunities so that all employees have an equal opportunity to advance in their careers at Lane County.

Responsible: Human Resources Manager

When: June 2006

Frequency: Annually

P. Evaluate directors, managers, and policy makers as to their progress on achieving diversity goals as outlined in the Service Provide and Funder sections of this Plan.

Responsible: County Administrator, Department Directors

When: July 2006

Frequency: Annually

LANE COUNTY AS SERVICE PROVIDER

GOAL: Lane County will ensure that County services, programs, and activities are provided to its diverse communities in ways that are sensitive to and responsive to cultural differences, including accessibility for persons with mental and physical disabilities.

ACTION ITEMS:

A. Provide regular reports to the Board of Commissioners including data on how well services are being provided to diverse communities by Lane County departments.

Responsible: Board of Commissioners, Agenda Team, Dept. Directors
When: April 2005
Frequency: Quarterly

B. Establish structured methods that are consistent throughout the County for clients and consumers to have meaningful input into service provision and service priorities.

Responsible: Department Directors
When: December 2005
Frequency: Ongoing

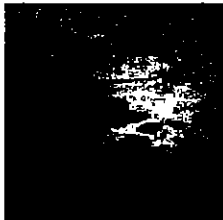
C. Establish ongoing system to increase the cultural competency of employees, including tools to help employees work with people with mental illness (see strategies in Employer section "M" and in Human Resources Plan in Appendix).

Responsible: Human Resources Manager, Department Directors
When: Schedule first training by March 2005
Frequency: Ongoing

D. Increase recruitment, retention, and promotion of bilingual and/or bicultural employees (see strategies in Employer section "L" and in Human Resources Plan in Appendix).

Responsible: Human Resources Manager, Department Directors
When: December 2005
Frequency: Ongoing

*"When we
lose the right
to be differ-
ent, we lose
the privilege
to be free."
Charles Evans
Hughes, Chief
Justice*



LANE COUNTY

AS SERVICE PROVIDER *(cont'd.)*

E. Ensure availability of translators and interpreters through a standard contract and access system and encourage managers and department directors to use this resource.

Responsible: Purchasing Manager, Department Directors

When: March 2005

Frequency: Ongoing

*"If we are to
live to-
gether in
peace, we
must come
to know
each other
better."
Lyndon
Baines
Johnson*

F. Conduct an assessment of County services and programs for effectiveness across different cultures, and promote implementation of evidence-based or best practices for specific communities.

Responsible: Department Directors

When: July 2006

Frequency: Every other year

G. Conduct standard assessment of County services and programs for access and customer satisfaction, including identifying any culturally specific barriers to programs and services. This should include the availability of documents and signage in more than one language or print format.

Responsible: Department Directors

When: November 2005

Frequency: Every other year

H. Update Americans with Disabilities Act (ADA) facility access assessment and the County services and programs access assessments.

Responsible: ADA Coordinator, Facilities Manager

When: July 2006

Frequency: Every five years

I. Evaluate intake and assessment tools used by departments in providing services, for cultural validity and improve tools as required based on assessment results.

Responsible: Department Directors

When: December 2005

Frequency: Ongoing

LANE COUNTY

AS SERVICE PROVIDER *(cont'd.)*

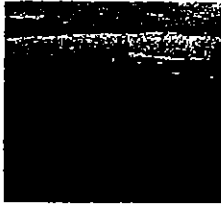
J. Establish minimum data set and data collection standards to include cultural variables to establish a baseline of who is currently served by County programs and to evaluate effectiveness across different demographic groups.

Responsible: Department Directors

When: July 2005

Frequency: Ongoing

"If we cannot end our differences, at least we can help make the world safe for diversity."
John F. Kennedy



K. Each department will establish its own diversity goals and related performance measures.

Responsible: Department Directors

When: July 2005

Frequency: Annually

LANE COUNTY AS FUNDER

GOAL: Lane County will ensure that County-funded services are provided, and funding decisions are made, in a manner that recognizes, addresses and is reflective of the cultural diversity of the communities served.

ACTION ITEMS:

A. Implement model diversity language for Requests for Proposals (RFP's – see last page this section entitled Diversity Language for County RFP's and Service Contracts), to ensure that contractors applying for County funds have diversity policies in place.

Responsible: Department Directors, County Counsel

When: ~~January 2005~~ March 2005

Frequency: Ongoing

B. Implement model diversity language for contracts (see last page this section entitled Diversity Language for County RFP's and Service Contracts), to ensure that contractors are providing culturally appropriate services to clients.

Responsible: Department Directors, County Counsel

When: ~~January 2005~~ March 2005

Frequency: Ongoing

C. Increase use of Disadvantaged Business Enterprises (DBE's) by implementing the following:

- Include language on the definition of DBE's for County purchasing;
- Compile and maintain an updated list of DBE's;
- Design a system using PeopleSoft software for tracking amount of purchasing from DBE's;
- Develop an ongoing outreach plan to DBE's (intergovernmental effort);
- Provide notification of DBE's on a County list with an opportunity to bid/purchase (email, fax, internet site);
- Provide easily accessible information to departments about DBE's, sorted by business and business type.

Responsible: Purchasing Manager

When: December 2005

Frequency: Ongoing

*"Ecidujeryp is prejudice spelled backwards—either way, it makes no sense."
Unknown*



LANE COUNTY AS FUNDER *(cont'd.)*

D. Evaluate department directors, managers, and policy makers on their progress towards achieving diversity goals as outlined in Service Provider and Employer.

Responsible: County Administrator, Department Directors

When: July 2006

Frequency: Annually

*"We allow our
ignorance to
prevail upon us
and make us
think we can
survive alone,
alone in
patches, alone
in groups,
alone in races,
even alone in
genders."
Maya Angelou,
Poet*



LANE COUNTY AS FUNDER

DIVERSITY LANGUAGE FOR COUNTY RFP'S AND SERVICE CONTRACTS

1. Recommend adoption of the following language for Requests for Proposals and for selection of contractors who provide services directly to the public:

Describe how your company or agency will ensure that services are respectful, sensitive, and appropriate to the cultural, ethnic identity, and the cognitive and physical abilities of participating families. Include information about outreach programs and the cultural competency of staff. If funded, state how you will use the money designated for cultural competency to facilitate the outcomes described in the work plan.

INSTRUCTION TO SCORER: To what extent does the proposal demonstrate that the organization will ensure respectful, sensitive, and appropriate services that meet the different cultural, ethnic, and cognitive, and physical needs of participants/ members of the public? Does the proposal adequately respond to the needs of minority populations? That is, does the proposal address ethnic, cultural, language and gender differences within the targeted populations, and issues of disabled access? Does the proposal include information about cultural competency of staff? Does the proposal include a description of how the agency will use the funds designated for cultural competency?

a. **ACCESS:** The respondent is expected to insure equal access to services for clients' cultural or language diversity.

Required Documentation: A plan to provide services to people from culturally diverse backgrounds who may be non-English speakers. This could be through direct service, agency linkages or referrals.

b. **COMPLIANCE WITH FEDERAL MANDATES:** The respondent must be in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.

Required Documentation: A letter of assurance of compliance with the American Disabilities Act and the Civil Rights Act, Section 504.

*"Be the
change you
wish to see in
the world."
Mahatma
Gandhi*



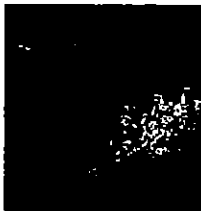
LANE COUNTY

AS FUNDER *(cont'd.)*

c. CONSUMER PARTICIPATION : A respondent is expected to encourage consumer participation in the agency.

Required Documentation: A description of how consumers are able to provide input into the decision making process of the organization including areas in which consumer participation is sought and how it is sought. If consumers are recruited for the board, state how recruitment is done and if any consumers have been added to the board as a result of this recruitment.

"How wonderful it is that nobody need wait a single moment before starting to improve the world."
Anne Frank



2. Recommend adoption of the following language for County service contracts:

Culturally Diverse and Appropriate Services: CONTRACTOR shall demonstrate through its actions, an understanding and appreciation of diversity and difference in its clients and/or consumers. This shall be demonstrated through the provision of equal access to services for all individuals. CONTRACTOR shall respect and value gender, language, race, developmental ability, and socioeconomic diversity in its clients and shall respect the client's right to privacy in such areas as religious faith, political beliefs, and sexual orientation. All individuals shall be treated with dignity and respect regardless of gender, language, race, developmental ability, religion, political beliefs, sexual orientation, and socioeconomic level. Services provided will be culturally, developmentally, and gender appropriate to the individuals receiving the service and will respect the privacy of the client. COUNTY reserves the right to review information regarding efforts to deliver services that benefit diverse populations.

LANE COUNTY BOARDS AND COMMISSIONS

GOAL: Lane County will ensure that County boards, commissions, and committees are reflective of the diversity of Lane County populations.

ACTION ITEMS:

A. Develop a resource guide of Lane County boards, commissions, and committees to use as a recruitment tool and to provide useful information to potential community member applicants.

Responsible: County Administrator

When: July 2005

Frequency: Update annually

B. Implement a strategy to recruit and retain diverse community members on Lane County boards and commissions, to be shared with the staff and members of the County boards and commissions.

Responsible: Performance, Development & Diversity Coordinator; Diversity Action Committee (DAC)

When: October 2005

Frequency: Annually

C. Conduct an annual review of the diverse make-up of Lane County boards and commissions, the results of which will be reported to the Board of Commissioners as part of the annual Diversity Action Plan report.

Responsible: County Administrator; Performance, Development & Diversity Coordinator; Diversity Action Committee (DAC)

When: March 2005

Frequency: Annually

*"All human beings are born free and equal in dignity and rights."
-Universal Declaration of Human Rights, 1948*



LANE COUNTY

BOARDS AND COMMISSIONS *(cont'd.)*

D. From the above annual review, develop a report card on how individual boards and commissions are doing in recruiting and retaining members from diverse communities.

Responsible: County Administrator; Performance, Development & Diversity Coordinator; Diversity Action Committee (DAC)

When: March 2006

Frequency: Annually

E. Hold an annual volunteer appreciation week/day for all County volunteers as a way to build relationships and celebrate community involvement and participation in County government.

Responsible: County Administrator

When: April 2006

Frequency: Annually

F. Conduct a comprehensive training for staff and members of boards and commissions to include a review of diversity recruitment, retention, and inclusion.

Responsible: County Administrator; Performance, Development & Diversity Coordinator

When: October 2005

Frequency: Every other year

*"I am only one; but still I am one. I cannot do everything, but still I can do something; I will not refuse to do something I can do."
Helen Keller*

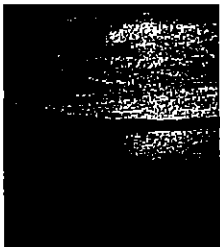


ACCOUNTABILITY & MONITORING

“WHAT GETS MEASURED GETS DONE”

The Diversity Task Force recommends a multi-step process for monitoring the Diversity Action Plan to encourage personal and organizational accountability for improving diversity in Lane County government. This process is designed to regularly assess progress on implementing the action steps in this plan, as well as tracking the results of those actions—is Lane County making progress toward reaching the goals of the plan. The monitoring plan will provide the information necessary for the leaders in the organization to be held accountable for making the required progress. The purpose of this is so that diversity becomes part of how each department does its daily work.

“Diversity is the one true thing we all have in common. Celebrate it every day.”
-Anonymous



Individual Accountability: The recommended actions in this plan include incorporating diversity measures into the **evaluation of all employees, managers and supervisors**. Senior managers as well as all others need to be personally accountable for valuing and managing diversity—this means both rewarded and challenged for their efforts. There are opportunities in each department to evaluate how assignments are given, members of task forces are chosen, who gets acknowledged at meetings, how ideas are recognized, the informal communications network, etc.

Organizational Accountability & Monitoring: The Task Force recommends quarterly monitoring of the implementation of the recommended strategies, with regular reports to the elected Board of Commissioners. The specific monitoring plan would include:

1. Quarterly reports from departments regarding progress on implementing strategies in the plan. This would be an easy-to-use format with check-off boxes and room for comments.
2. Departments would submit their quarterly reports to the Performance Auditor with copies to the County Administrator and the Performance, Development and Diversity Coordinator.
3. The Performance Auditor would provide a quarterly update to the Board of Commissioners regarding progress implementing the Diversity Plan.
4. The Board would act to accept the report, and/or provide other specific direction regarding the report.

ACCOUNTABILITY & MONITORING

"WHAT GETS MEASURED GETS DONE" (cont'd.)

5. Provide an annual "report card" to the Board of Commissioners on overall organizational performance and progress on Diversity Action Plan.

6. Invite members of the community to an annual review and feedback session regarding the organizational report card, and department progress on actions and goals.

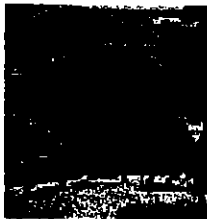
7. Accountability for County Administrator, County Counsel, Department Directors reporting to the County Administrator, and Elected Official Department Directors shall be as follows:

a. Department Directors reporting to the County Administrator: Evaluation criteria for these directors will be revised to increase expectations for meeting individual, departmental and organizational diversity goals and cultural competency requirements as stated in the Diversity Action Plan.

b. County Administrator and County Counsel: Board of County Commissioners will include same evaluation criteria listed above as part of their annual evaluation of County Administrator and County Counsel.

c. Elected Official Department Directors (i.e., Sheriff, Tax Assessor, and District Attorney): Board of County Commissioners shall review the diversity plan of these departments.

*"Prejudice
is the child
of igno-
rance."
William
Hazlitt,
British
Author*



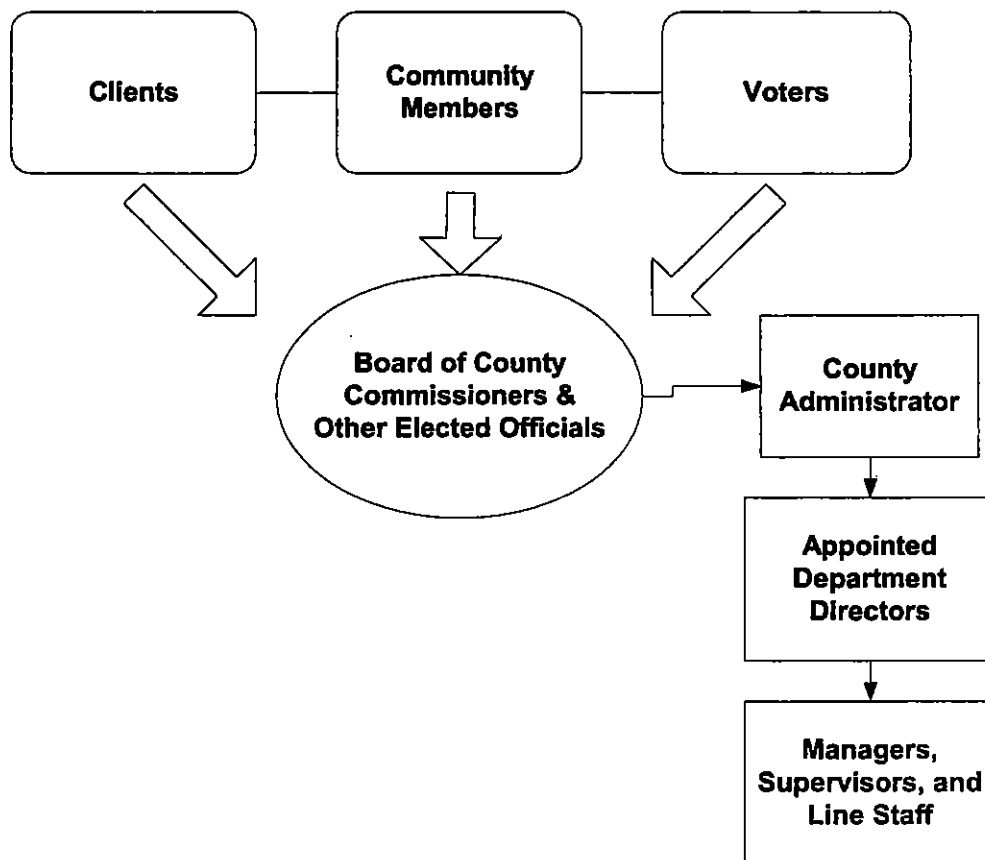
ACCOUNTABILITY & MONITORING

"WHAT GETS MEASURED GETS DONE" (cont'd.)

WHO IS ACCOUNTABLE TO WHOM IN LANE COUNTY?

Ultimately, Lane County as an organization is accountable to the community members it serves.

The chart below shows the lines of authority and accountability within Lane County government.



"We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color."
-Maya Angelou, Poet




DIVERSITY ACTION PLAN

OUTCOMES

The outcomes listed below are designed to track the organization's progress toward meeting the goals of the plan. The outcomes should be considered, "at a minimum," and achieving above these scores does not indicate the need to reduce the target goals. At this time, Lane County is not collecting some of the data for these measures, so baseline data may not be available. Therefore, the scores are approximate. A critical first step in implementing the plan is the collection of baseline data for these measures, in order to determine actual targets.

"We have become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams."
Jimmy Carter



LANE COUNTY AS EMPLOYER

GOAL: To recruit, retain, and develop a qualified and diverse workforce. To train and orient a workforce that is culturally competent. To develop and use instruments using data to measure deficits and progress of its diversity goals.

OUTCOMES:

1. Lane County's workforce will represent the identified culturally diverse groups in the labor pool it draws from (Lane County) at the 80 percent level by 2008.
2. 85% of employees will report they work in an environment free from harassment and discrimination on the employee climate survey by 2008.
3. 65% of clients will rate Lane County workforce as "successful" on cultural competency items on client satisfaction surveys by 2008.

LANE COUNTY AS SERVICE PROVIDER

GOAL: Lane County will ensure that County services, programs and activities are provided to its diverse communities in ways that are sensitive to and responsive to cultural differences, including accessibility for people with mental and physical disabilities.

OUTCOME:

1. 85% of respondents will rate county services as satisfactory or better on sensitivity and responsiveness items by 2008.

DIVERSITY ACTION PLAN

OUTCOMES *(cont'd.)*

LANE COUNTY AS FUNDER

GOAL: Lane County will ensure that County-funded services are provided, and funding decisions are made, in a manner that recognizes, addresses and is reflective of the cultural diversity of the communities served.

OUTCOMES:

1. 25% of contracts for purchase of materials in the amount of less than \$50,000 will be awarded to Disadvantaged Business Enterprises (DBE's) by 2010.
2. 90% of funding processes will receive a score of successful¹ or better by 2008.

LANE COUNTY BOARDS AND COMMISSIONS

GOAL: Lane County will ensure that county boards, commissions, and committees are reflective of the diversity of Lane County populations.

OUTCOME:

1. 80% of identified culturally diverse groups on boards, commissions, and committees will have an index score (rate of representation) of 1 by 2008.

¹ The goal is to quantify various aspects of the funding process for tracking purposes. For example, each aspect of that process needs to be described and a ranking needs to be developed to track efficacy. Hence, there may be something that looks like this:
Does the RFP have sections related to working with culturally diverse clients? (0 = not at all; 3 = in some places, 5 = consistently throughout the document). Did the scoring committee have members of culturally diverse communities? (0 = not at all; 3 = yes, but unsure of how active those members are in the Lane County community, 5 = yes, active members in the Lane County community). These are only examples for illustration. The final items and their corresponding ranking need to be developed.

*"Insight, I believe, refers to the depth of understanding that comes by setting experiences, yours and mine, familiar and exotic, new and old, side by side, learning by letting them speak to one another."
Mary Catherine Bateson, Cultural Anthropologist*

