

Commissioner in Charge: Charlie Hales, Mayor

> Bureau Director: Dante J. James, Esq.

Realizing Equity. Enhancing the City of Portland.

Report to	Council
Date:	March 16, 2016
То:	City Council
From:	Dante J. James, Director
Subject:	Accept 2015 Annual Report for the Office of Equity and Human Rights

I am pleased to submit for your consideration and acceptance, the 2015 Annual Report for the Office of Equity and Human Rights.

This report highlights positive changes within the office and the momentum experienced as equity continues to take root in the City.

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PREPARED FOR PORTLAND CITY COUNCIL

CHARLIE HALES, MAYOR, COMMISSIONER IN CHARGE NICK FISH, COMMISSIONER AMANDA FRITZ, COMMISSIONER STEVE NOVICK, COMMISSIONER DAN SALTZMAN, COMMISSIONER



Bureau Director: Dante J. James, Esq.

March 16, 2016

To the Honorable Mayor, City Commissioners, and Supporters of the Office of Equity and Human Rights:

It is my pleasure to submit this Annual Report on behalf of the Office of Equity and Human Rights (OEHR). This report highlights positive changes in the City influenced by OEHR, and the progress our team has made in terms of the ordinance that created OEHR. Our work is experiencing momentum as equity continues to take root in the City.

In a historic move, on July 8, 2015, City Council unanimously voted to adopt OEHR's Citywide Racial Equity Goals and Strategies as binding City policy. Equity 101 Training is now mandatory for all City employees, garnering an overall satisfaction rate of 92%, with 75% of employees saying they had immediate, practical take-aways from the training. The City has "Banned the Box" on job applications. In the last two years, the number of City employees who are people of color has increased from 18% to 21%. Captions are now required on publicly-viewed televisions. Black Male Achievement (BMA) Portland produced a successful summer youth jobs and personal development program and hosted 35 representatives from six cities at the National League of Cities' BMA convening in October 2015. The office is a leader in the governing for racial equity movement as a member of the Government Alliance on Racial Equity (G.A.R.E.) and has served as a model for similar offices in Tacoma, WA and Oakland, CA.

As a result of our team's efforts as a change agent with bureaus such as the Bureau of Human Resources, Police Bureau, Water Bureau, Housing Bureau, Bureau of Transportation, Auditor's Office, Budget Office, City Attorney's Office, and Procurement Services are transforming City culture by institutionalizing equity in their policies, practices, and procedures to better serve all Portlanders.

In 2016, OEHR continues to assist each City bureau to develop teams and a process for creating their Five-Year Racial Equity Plans. OEHR will continue its efforts to institutionalize racial equity in City governance and expand its work on disability equity.

In between has been the excellent work of the OEHR staff, the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland (DEEP). I would like to specifically thank Mayor Hales, who has supported and elevated the conversation and work of equity across the city.

Sincerely,

Qante J. James, Esq.

OFFICE OF EQUITY AND HUMAN RIGHTS OVERVIEW

Equity is achieved when one's identity cannot predict the outcome. —OEHR working definition of Equity

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VISION

Government that works for all Portlanders.

MISSION

The Office of Equity and Human Rights (OEHR) will provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of resources, access and opportunity, starting with issues of race and disability.

THE EQUITY TEAM



Image: DANTE D JAMES Image: Diser H MAHL Image: Diser H MAHL

DIRECTOR

Dante J. James provides strategic support and direction for OEHR staff, while providing guidance to City bureaus on implementation of equity programs.

EXECUTIVE TEAM

Assistant Director Joseph Wahl manages operations. Senior Policy Advisor Judith Mowry manages staff; provides policy development, data collection and analysis, and technical assistance to bureaus in support of equity.

ADMINISTRATIVE SUPPORT

Piset Sao provides executive level assistance to the Director and OEHR staff. Areale Hammond provides administrative support to staff.

PROGRAM AREAS

Civil Rights Title VI & ADA Title II Program Manager: Danielle Brooks

Equity Policy and Commission on Disability Coordinator: Nickole Cheron

Education and Training: Koffi Dessou

Human Rights Commission: Tatiana Elejalde

ADA Title II Access Coordinator: David Galat

Black Male Achievement: CJ Robbins

Communications, outreach, and DEEP (Diverse and Empowered Employees): Jeff Selby

OUR MANDATE: RACIAL AND DISABILITY EQUITY



In 2011, the City of Portland established the Office of Equity and Human Rights (OEHR) with Ordinance No. 184880.

In the ordinance, City Council declares that, "Achieving equity requires the intentional

RACIAL EQUITY

examination of policies and practices that, even if they have the appearance of fairness, may marginalize individuals or groups and perpetuate disparities or injustices."

Through the city-wide budget process, Civil Rights Title VI program, Title II of the Americans with Disability Act Transition Plan, and the Bureau Racial Equity Plan evolution, to name a few, OEHR has influenced positive change in the way City bureaus develop policies, practices, and procedures.

This report focuses on OEHR's influence in our City bureaus to remove barriers for communities of color and Portlanders with disabilities in calendar year 2015.

In order to get beyond racism, we must first take account of race. There is no other way. And in order to treat some persons equally, we must treat them differently.

-Harry A. Blackmun



"We certainly are a society where there have been historical injustices, and we need to recognize that that has posed an obstacle towards minorities."

-Dan Saltzman City Commissioner Due to a number of historic and current inequities, Communities of Color in the city of Portland continue to fare worse than their White counterparts in every area: housing, employment, education, justice, and health.

Government institutions have a special role to ensure that all people have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

Equity is achieved when outcomes like economic status, education, access to healthcare, and other social determinants for success cannot be predicted by identity.

To advance racial equity, residents of all races must go beyond simply recognizing individual racial prejudices. We must also focus on changing unfair and unjust policies, practices, and decisions embedded in our institutions.

Through consultation, support, training, and education, OEHR works with City bureaus to ensure equitable policies, practices, and procedures.

OEHR EDUCATION AND TRAINING



City Ordinance 184880: City Council declares that, "Working toward equity requires an understanding of historical contexts..."

Our Equity 101 training, which is now mandatory for all City employees, focuses on the history of racial disparities in Oregon and the U.S., as a foundation to explain why equity matters.



Participants are also given tools and resources to influence the creation of equitable policies. practices, and procedures.

Surveys show that 75% of the 662 participants trained in Fiscal Year 2015 had an immediate practical takeaway to use in their workplace.

Training Survey Results FY 2015



CITY-WIDE RACIAL EQUITY GOALS AND STRATEGIES

City Ordinance 184880:

City Council directs OEHR to provide: "...accountability to achieve equity and protect human rights in government."

In 2015, OEHR brought its City-wide Racial Equity Goals and Strategies before Council. The resource serves as a guide for City staff and leaders to follow, with the goal of institutionalizing equity.

Unanimously adopted as binding City Policy by Council, the City-wide Racial Equity Goals and Strategies are also a tool for community members to hold their City government accountable, specifically in terms of racial equity.

The goals and strategies are available on page 7 and 8 of this report and online at:

http://www.portlandoregon. gov/oehr/68111



"Racial equity is really important to my work as a City Commissioner, because people matter; because people need to be included; and because having a variety of folks at the table in decision-making positions, helps us make better decisions."

> -Amanda Fritz City Commissioner

INSTITUTIONALIZING RACIAL EQUITY IN ALL BUREAUS



"Equity is becoming part of that DNA of who we are as a City and how we operate.

We want equity to not be a veneer or an afterthought. We want it to be who we are and how we roll."

> -Charlie Hales Mayor of Portland

City Ordinance 184880:

"Achieving equity requires the intentional examination of policies and practices that, even if they have the appearance of fairness, may marginalize individuals or groups and perpetuate disparities or injustices."

OEHR is using the City-wide Racial Equity Goals and Strategies as guidance for City bureaus to create their own five-year Racial Equity Plans.

In 2015, Ryan Curren joined the OEHR team to coordinate the Racial Equity Plan Process. With extensive experience in equity analysis and strategy with the City of Seattle, Ryan began working with representatives from each bureau to ensure they have the necessary knowledge, tools, and resources to successfully develop their plans.

Co-leads and Core Teams from each bureau will work with their directors and leadership teams to develop their plans.

The development process has three stages:

Assessment:

Determine the bureau's current state of equity—a true snapshot of where they are now to identify gaps and solutions.

Statement of Findings: Analyze the assessment.

Plan Development:

Create a plan that is tied to the City-wide and bureauspecific Racial Equity Goals and Strategies, with tangible, measurable actions.

Once plans have been developed, bureaus will submit them to OEHR for review.

A stewardship plan will also be required to ensure bureaus commit to action and change.



Ryan Curren delivers guidance, resources, and training to bureau representatives tasked with developing racial equity plans.

BLACK MALE ACHIEVEMENT PORTLAND (BMA)

BMA is designed to work across public and private sectors to help improve the life outcomes of Black men and boys.

In 2015, BMA organized the Summer Youth Experience in partnership with the City of Portland, Multnomah County, and Worksystems, Inc. The young men gained summer employment; learned about self awareness, self management, and social awareness; and hosted a youthled capstone and summit. In October, 2015, Portland hosted 35 BMA representatives from six cities for the National League of Cities' BMA Convening.

BMA Portland hosted workshops and site visits to share its efforts in the areas of policy promotion, organizational structures, citycommunity collaboration, and engagement of young Black men and boys.

The BMA Steering Committee will present an update to Council later this year.



Stephon Hartley worked in Mayor Hales' office for the Summer Youth Experience.

RACIAL EQUITY AT WORK TAXI / FOR-HIRE TRANSPORTATION

OEHR's influence in the City's racial equity movement takes shape in myriad ways. The office's consultation and community outreach efforts helped in the establishment of the first Somali-owned business in Portland.

In 2014, OEHR began working with Musse Olol from the Somali American Council of Oregon to establish the first Somali-owned taxi company in Portland. Portland has the third largest Somali community in the country.

Senior Policy Advisor, Judith Mowry, met frequently with Musse and Somali cab drivers to understand the barriers facing the community in realizing their dream; a cooperatively-owned Somali cab company.

In early 2015, Commissioner Steve Novick convened the Private For-Hire Transportation Innovation Task Force to review the regulations that governed



Judith Mowry was invited to work with Commissioner Steve Novick's office and the Bureau of Transportation as a part of the Private For-Hire Transportation Innovation Task Force staff team.

the operation and ownership of accessible transportation. cab companies.

Many cab drivers are from immigrant and refugee communities. OEHR organized a driver's listening session with the Task Force so they could understand how potential regulatory changes could impact these communities.

OEHR also facilitated a work group tasked with looking at issues related to wheelchair

Throughout the process, OEHR continued to meet with and advocate for the Somali-owned PDX Yellow Cab applicants and helped them navigate through the system.

In February, 2016, OEHR was delighted to join the grand opening celebration of PDX Yellow Cab.

PORTLAND BUREAU OF TRANSPORTATION (PBOT)

PBOT is one of five City bureaus with a staff position focused solely on equity.

For the LED Street Light Conversion Program, the City's most significant energy efficiency project, PBOT consulted with the Coalition for a Livable Future team to complete a review of their work prior to commencing the project.

The CLF analysis stated that the equity burdens related to the proposed street light bulb replacement process were fairly minimal.

PBOT also issued Language Line cards to staff who have frequent contact with community members. The cards instruct how to contact interpretation services in the field.

Staff can track usage through a unique billing code set up by Equity Manager, Zan Gibbs.



Photo: PBOT

CITY-WIDE RACIAL EQUITY GOALS

EQUITY GOAL #1

We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

EQUITY GOAL #2

We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

EQUITY GOAL #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

STRATEGIES



OVERALL STRATEGIES

Use a racial equity framework:

Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

Build organizational capacity:

Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

Implement a racial equity lens:

Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

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Be data driven:

Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

Partner with other institutions and communities:

Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

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Operate with urgency and accountability:

When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.

PORTLAND POLICE BUREAU (PPB)

Earning the trust and confidence of all Portlanders is a goal for PPB. Accomplishing that goal requires a diverse workforce that understands—at a minimum—the basic principles of equity.

In addition to hiring a senior-level Diversity and Equity Program Manager, Elle Weatheroy, PPB has actively taken steps to hire more officers of color and institutionalize equity in its policies, practices, and procedures.

The Oral Board Interview is a vital stage in the police hiring process that occurs early on.

PPB staff partnered with OEHR and other experts to develop strategic, equity-intensive scenarios and questions that also got to the core of how to do police work.

PPB partnered with OEHR, the Human Rights



Photo: PPB

Commission's Community and Police Relations Committee, and community partners to develop specialized racial equity training and education programs for its staff. With leadership staff and sergeants already trained, the bureau is setting its sights on training the next 500 sworn officers in 2016.



"In everything we do—which includes how we raise money, how we spend money, what kind of services we provide, our contracting, our hiring—we think about the impact of what we do on people of color... and think, are there things we don't do now at all, but which we have the power to do, that might improve the overall equity picture in our community?"

> -Steve Novick City Commissioner

BAN THE BOX

In 2015, Mayor Charlie Hales introduced an ordinance to "Ban the Box." The rule, adopted by Council, requires most employers in the city to delay asking about an applicant's criminal history until a job has been offered. OEHR offered consultation to Mayor Hales and the City Attorney's office to bring the ordinance to Council.

Questions on job applications about criminal history are a barrier for ex-offenders who need stable employment to move forward.

PORTLAND PARKS AND RECREATION (PP&R)

PP&R is a great example of operationalizing equity for the benefit of all Portlanders.

In 2015, the Community Gardens staff completed collection of race/ethnicity data and preferred languages for all registered gardeners.

The Community Music Center provided over \$60,000 in scholarship discounts for students in low-income households.

After attending an OEHR Equity 101 training session, a PP&R staffer revealed to the facilitators that because of lessons learned in the training, he would use an equity lens in choosing films for the Movies in the Park program.

PORTLAND HOUSING BUREAU (PHB)

In January 2015, City Council voted unanimously to accept Portland Housing Bureau's North/ Northeast Neighborhood Housing Strategy to address displacement and gentrification.

Through strategic investments, PHB has already assisted more than 50 low-income North/Northeast Portland homeowners with critical home repairs that will allow them to retain their homes approximately 70% of these households were African Americans who had lived in their homes for more than 25 years.

With guidance from OEHR's Civil Rights Title VI program, the N/NE Neighborhood Housing Strategy also lead to the development of an affordable housing Preference Policy, finalized in December, for North and Northeast Portland's historically marginalized households.

In response to an increase among African Americans experiencing homelessness identified in the 2015 *Point In Time Count of Homelessness* throughout Multnomah County, PHB acted quickly to reallocate resources and develop contracts for services with culturally specific organizations.

Through a pilot program launched in October with the Urban League of Portland, a diverse group of community members is being successfully served through a combination of homeless prevention and rapid re-housing services. By the end of the year, the Urban League was already more than halfway through their goal of serving 50 households by the end of June 2016. Through this new partnership with the Urban League, PHB hopes to grow the City's investment in culturally specific homeless services in the next year.

PHB continues to make gains in its programming goal to create affordable homeownership opportunities for households along a spectrum of income ranges, and among Communities of Color. At the close of the 2014-15 fiscal year in July, 66% of households receiving PHB homeownership assistance indicated they were from Communities of Color an increase from 35% in the previous year (2013/14), and 24% in 2012/13.

As the City begins work on its budget for the 2016-17 fiscal year, the Bureau has placed a heavy focus in its budget development process on increasing programming resources in East Portland,



"To get to equitable government, it takes honest, persistent, and courageous conversations and action. But ultimately, it means people of good will, of loving heart, of clear purpose, coming together to tackle the most persistent problem in America, and saying that we will not be satisfied until we see progress."

> -Nick Fish City Commissioner

where low-income households and Communities of Color are being priced out.

Additionally, PHB is working with service providers to complete racial equity assessments and develop action plans with all of its contracted organizations.



Developed in close coordination with community members, the N/NE Neighborhood Housing Strategy is a combination of policies and investment strategies to address the legacy of displacement, which has disproportionately limited housing opportunity for Portland's African American community.

DISABILITY EQUITY AT WORK AMERICANS WITH DISABILITIES ACT 25TH ANNIVERSARY

On July 26, 2015, over 150 community members gathered at the Immigrant and Refugee Community Organization (IRCO), to celebrate the 25th anniversary of the Americans with Disabilities Act (ADA). often unheard in everyday life is due to the Expanding Cultural Access grant awarded to Portland Commission on Disability by the Regional Arts and Culture Council. The stories highlighted the truth of how discrimination impacts the



PCOD's Rick Hammond served as Master of Ceremonies and Ed Edmo delivered the invocation at the ADA 25th Anniversary Celebration —Photos: Patrick Philpott, Disability News

The ADA is a significant piece of legislation that prohibits discrimination against people with disabilities in all areas of public life. Portland Commission on Disability, the Office of Equity and Human Rights, community partners, and a large group of volunteers worked to create and coordinate the event.

The theme, "Sharing our History, Dreaming our Future," was most poignantly expressed through the storytelling portion of the event. A group of community members of diverse backgrounds provided the audience with a crossdisability perspective through sharing personal accounts of their lived experience as a person with a disability. The opportunity to hear these voices and perspectives lives of people with disabilities and how far we've come since the passing of the ADA and how much more work there is to do in addressing institutional discrimination.

In addition to the powerful stories shared, a group of distinguished guests also spoke. City Commissioner Amanda Fritz; Dante J. James, Director of the Office of Equity and Human Rights: choreographer and author Jody Ramey: Ed Edmo. storyteller from the Yakama Nation: Disability Rights Oregon Board member, Jan Campbell: IRCO Board Member, Polo Catalani; and Lee Po Cha, IRCO Executive Director, all gave their support to the celebration and the importance of social justice.









In early July, the City held its ADA 25th Anniversary Kick-Off Event at City Hall, featuring the Disability History Exhibit, "Advocating Change Together." (PCOD Chair, Lavaun Heaster chats with Commissioner Amanda Fritz)

CITY REQUIRES CAPTIONS ON ALL PUBLIC TELEVISIONS



"This is just the beginning. I look forward to working on different items regarding deaf issues here in Oregon. This shows how important PCOD is as a voice for the disability community." —Philip Wolfe,

PCOD Commissioner

Thanks to the persistence and activism of PCOD Commissioner, Philip Wolfe; former PCOD Commissioner, Steven A. Brown; Oregon Association of the Deaf (OAD); and other community partners; and the leadership of Commissioner Amanda Fritz, City Council voted to make closed captioning mandatory on all public televisions.

According to OAD, there are over 180,000 Deaf and Hard of Hearing Oregonians. Philip Wolfe helped draft the City ordinance and started a campaign called "Portland, turn on captions, NOW" to spread awareness of Deaf issues and the need for captions in public facilities.

Philip says, "Turning captions off takes away our access to information. There are many times when emergencies are announced on TV news, and we do not have access to vital information. Our lives are at stake."

The PCOD Commissioner added that Tacoma, Washington and other U.S. jurisdictions are now looking into similar policies.

AMERICANS WITH DISABILITIES ACT (ADA) TITLE II

OEHR's ADA Title II Program had several achievements in 2015. Most notably, staff assisted Portland Parks and Recreation (PP&R) in finalizing and presenting their ADA Title II Transition Plan Update to City Council in September. PP&R staff organized public involvement events for the Parks Transition Plan and finalized the report to Council.

ADA Title II program staff reviewed and prepared reporting on all barriers identified in the City of Portland's Transition Plan which were scheduled by bureaus for removal in fiscal year 2014/15.

OEHR staff gathered information on bureau facilities with barriers identified in the Transition Plan that were scheduled for removal in 2014/15. The data will be used to update and track the City's overall progress on reaching its goal to make all facilities, programs, and activities provided by the City accessible to all.

As of November, 2015, bureaus reported that 310 barriers had been removed.

The ADA Title II Program also collaborated with Office of Management and Finance Spectator Facilities to arrange assessment of the Cityowned Portland5 performing arts facilities for physical barriers to people with disabilities.



With a focus on Title VI of the Civil Rights Act and Title II of the Americans with Disabilities Act, OEHR's Civil Rights Program is designed to remove barriers and conditions that prevent underserved groups from accessing programs and services.

The ADA Title II Program developed City Administrative Rule 18.22 (regarding requests for historical and technical exceptions to the ADA), and during fiscal year 2014/15, assisted bureaus seeking exceptions under the rule.

The ADA Title II Program has continually engaged with groups who focus on disability issues such as Portland Commission on Disability, Multnomah County, TriMet, and Independent Living Resources.

HUMAN RIGHTS COMMISSION HONORS LEADERS

Every year, the Portland Human Rights Commission (HRC) recognizes community leaders and honors the human rights legacy of former Human Rights Commissioner, Emily G. Gottfried.

Emily championed and organized the first annual Human Rights Awards Luncheon in 2013 and sadly, we lost her soon afterward. The awards have been re-named in her honor.

Lifetime Achievement Award

Tom Potter was honored with the Lifetime Achievement Award. As Portland Mayor, Potter created the current incarnation of the HRC which he described as, "critical to the success and well-being of our community."

Before his tenure as Mayor, Potter served as Chief of Portland Police Bureau where he worked with community members, police bureau members, political leaders, business leaders, and others to lay the foundation for Community Policing.

Among myriad human rights accomplishments, Potter created the Immigrant and Refugee Task Force.

Outstanding Organization Award

HRC selected *Street Roots* as its Outstanding Organization.

Under the leadership of Executive Director, Israel Bayer, the organization serves over 350 people and delivers journalism that is a catalyst for individual and social change.

Emerging Leader Award

Human rights advocate, Cat Goughnour, was named Emerging Leader by the HRC.

Goughnour has a comprehensive academic and community involvement background, and is deeply committed to helping Oregon's communities understand how issues of diversity, inclusion, and equity affect all of us,



Former Mayor Tom Potter



Sandra Hahn (*Street Roots* vendor), Israel Bayer, and Chabre Vickers (HRC Chair)



Commissioner Amanda Fritz introduced Cat Goughnour



Erious Johnson, Jr. delivered the Keynote Address

DIVERSE AND EMPOWERED EMPLOYEES (DEEP)

Developed by City employees for City employees, Diverse and Empowered Employees of Portland (DEEP) assists the City in creating and enhancing a work environment that is inclusive and supportive of the City's diverse workforce.

DEEP works independently under the umbrella of OEHR and supports the City's interest in attracting, developing, and sustaining a diverse workforce committed to quality public service.



Ashley Tjaden, Debbie Caselton, Angie Harris, Carolyn Quan Lee, and Delphine Kennedy-Walker

Ever since DEEP was created in June 2007, they have

coordinated at least 10 different affinity groups, brought in dozens of renowned speakers on cultural topics, and sponsored and assisted with funding of many City cultural events.

DEEP currently works closely with OEHR to coordinate and track monthly cultural celebrations at the City of Portland.



DEEP hosted a lunch and learn session on November 17, 2015 featuring Dr. James Yamazaki. In 1949, he was the lead physician of the U.S. Atomic Bomb Medical Team assigned to Nagasaki to survey the effects of the bomb.

Jeff Selby interviewed Dr. Yamazaki about his experiences in the war and after.

SCENES FROM DEEP'S KWANZAA CELEBRATION









portlandoregon.gov/oehr



facebook.com/pdxequity



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Agenda No. **REPORT** Title



AGENDA	FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:		
TIME CERTAIN Start time: 2:00 p.m. 9:45 AM			YEAS	NAYS
Start time: <u>2:00 p.m.</u> 9:45 AM 3 45 min Total amount of time needed: 1 hour	1. Fritz	1. Fritz	\checkmark	
(for presentation, testimony and discussion)	2. Fish	2. Fish	\checkmark	
CONSENT	3. Saltzman	3. Saltzman	~	
REGULAR	4. Novick	4. Novick	\checkmark	
Total amount of time needed: (for presentation, testimony and discussion)	Hales	Hales	\checkmark	