



**Agenda/Notes**  
**Office of Governor Kotek — Racial Justice Council (RJC)**  
**September 17, 2026**  
**Virtual - Zoom Webinar**  
**3:00 – 5:00 p.m.**

**CHAIR**

|   |                     |
|---|---------------------|
| X | Governor Tina Kotek |
|---|---------------------|

**MEMBERS**

|   |                         |   |                          |   |                            |
|---|-------------------------|---|--------------------------|---|----------------------------|
| X | Ana Molina              | X | Josie Silverman-Mendez   | X | Paul Solomon               |
| X | Annie Valtierra-Sanchez | X | John Washington          | A | Perla Medina Alvarez Lucio |
| E | Angela Uherbelau        | X | Jimmy Howard             | X | Shay Huber                 |
| X | Ciara Pressler          | X | Latiffe Amado            | A | Star Khan                  |
| X | Clara Soh               | X | Maria Elena Guerra “Meg” | E | Teresa Cisneros            |
| X | Côi Vũ                  | X | Marin Arreola            | X | Thien Lieu                 |
| X | Cynthia Richardson      | X | Marcus LeGrand           | X | Tristen Edwards            |
| X | James Alan Parker       | A | Mark Jackson             | X | Yulissa Magana             |
| A | James Cador             | X | Matt Newell-Ching        | A | Reyna Lopez                |
| X | Jackie Leung            | X | Melinda Del Rio          | X | Yoni Khan                  |
| X | Justice Rajee           |   |                          |   |                            |

**OTHER ATTENDEES**

|   |                  |   |              |   |                |
|---|------------------|---|--------------|---|----------------|
| X | Andre Bealer     | X | Jesse Hyatt  | X | Matt Tschabold |
| E | Javier Cervantes | X | Kirsten Ray  | X | Valerie Colas  |
| X | Yasmin Solorio   | X | Vince Porter | X | April Rohman   |
| X | Kate Nass, DAS   |   |              |   |                |

| Topic/Lead                   | Notes/Main Points                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Decisions/<br>Action Items                                                                   |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>Welcome and Roll Call</b> | <i>Meeting begins at 3:03pm. Andre does roll call. Andre announces Justice Rajee and Yoni Khan are new co-chairs and are new members to the Racial Justice Council.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                              |
| <b>Budget Update</b>         | <p><b>Kate Nass:</b> Work as the Chief Financial Officer at the Department of Administrative Services (DAS). I help the Governor with putting the budget together. Forecast came out in August. Another will come out in November. The current biennium budget came up a little bit. Marijuana revenues were down a bit, hitting some of our behavioral health areas a bit. The corporate activity tax also came down. We are in the process of reconciling what that means. We will have another forecast and then go into the legislative session.</p> <p>Next biennium forecast is up \$600M dollars, it’s really the current biennium’s forecast – more so \$550M more in revenue than what we were looking at previous forecast. Still out of balance. Our costs are increasing higher than revenue, still have to work out what those balance budget choices are. Lottery fund forecast are steady.</p> <p>Agencies have finished Agency Request Budgets (ARBs), they are long</p> | <p>Kate Nass offers to attend October Committee meetings re: agency budget conversations</p> |

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                       |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
|                                                                                                                               | <p>documents. They should be in searchable PDF form for you. We now have all the ARBs, in the process of coming up with some options and recommendations on what to consider to balance budget for November forecast. If you want us to have a budget conversations in your October committee meetings, please let us know.</p> <p>Once we get all the puzzle pieces together, we put it all together with the governor and make decisions for November forecast.</p> <p><b>Matt:</b> \$550M up from June forecast but costs are up and still a big Medicaid hole coming up which is unknown, SNAP hole... you said you were out of balance, what is that right now?</p> <p><b>Kate Nass:</b> It's around 5% when I account for Medicaid and SNAP error benefit cost share.</p> <p><b>Marin:</b> When agencies or yourself look at big budgets, do you look at long term or short-term effects? How do you come up with formula in terms of what to cut or increase?</p> <p><b>Kate Nass:</b> A lot of Medicaid changes take time to implement. Have to work with contract negotiations, CMS, etc. to make sure it works. It will be, for example, 18 months before you can implement them and you capture a short budget savings but doesn't help you in another biennium because you'll have the same conversation. Looking at the outyears, a lot of time we had kicker noise, but we aren't having that right now. Economists don't anticipate kicker at this time. It does mess with revenue projections though and we have a pretty solid picture.</p> <p><b>Governor:</b> Even in dynamic of macro-economic federal policies, our revenue projection tends to trend pretty arcuately. Committee recommendations as we get closer to December 1<sup>st</sup> will be really important.</p> |                                                       |
| <p><b>RJC Priorities Conversation</b></p> <ul style="list-style-type: none"> <li>• <b>October RJC Work Session</b></li> </ul> | <p><b>Andre:</b> In October we will have work session on committee priorities.</p> <p><i>Committee co-chairs present their committee priorities</i></p> <p><b><i>Criminal Justice Reform Committee (CJRC)</i></b></p> <p><b>Tristen:</b> CJRC Budget Priorities:</p> <ul style="list-style-type: none"> <li>• Funding for Restorative Justice Grant Program. Proud to have created this concept to get original bill passed in 2021. Will be a priority for us in 2027.</li> <li>• Justice Reinvestment Equity Program. Continuing work to ensure it gets included this year and maintains vital funding for culturally specific programs looking to support victims and those going through criminal legal system.</li> </ul> <p><b>Paul:</b> CJRC Legislative Concept (LC) Priorities:</p> <ul style="list-style-type: none"> <li>• Compassionate release. Oregon has one of the oldest prison populations in the country, we're number four right now. We want to support a change to Oregon's compassionate release statute.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>CJRC co-chairs and Andre to connect on SB 1008</p> |

- One thing we haven't discussed with the CJRC, but want to share with this body, is Oregon Attorney's Association is looking to repeal SB 1008. It's the bill that ended automatic waiver of juveniles into the adult prison system. We have concerns on the impact this will have for youth.

**Tristen:** Andre, we may want to connect offline on adding SB 1008 to our list. I think it's something our committee will be interested in tracking.

**Paul:** HB 4002 created a deflection program for people who would otherwise charged for possession of a controlled substance. Some counties are just getting started; some are arresting people like in the old days. Looking forward to creating more standards and best practices on how the program is being implemented around the state.

**Meg:** Housing youth takes a big space in our conversation. We see kids coming out of the criminal justice system with no place to go. If these individuals come out with criminal background, we have to kind of deny housing and have been working through those. Police now are picking up and trying to get more people into jails?

**Paul:** There are some counties that aren't deflecting as many people and are continuing to arrest and prosecute for a controlled substance possession. Our committee is talking about expungement reform. Could be doing a lot more to automate the process in Oregon.

### ***Economic Opportunity Committee (EOC)***

#### **Justice:**

- Technical Assistance Program (TAP) for Small business support.
- DAS Procurement Transformation Project. Looking at procurement revisions and modernize DAS' 5-year plan.
- Economic Equity Investment Program (EEIP)
- Future Ready Oregon recommendations and workforce efforts.

**James:** TAP was revived and has been transformational program considering its minute budget size. Really does a fantastic job filling gaps where other small businesses services aren't showing up for businesses. Took a tremendous grass roots to restore funding for it. Want to make sure it shows up as a priority for our small business.

DAS Procurement transformation project - want to be good partners to support that continued transformation.

Economic Equity Investment Program wasn't able to get restored, its goals was building in generational wealth and ways to reinvest in marginalized communities.

**Governor:** We might want to talk about it at our next meeting. Because of Prosperity Council recommendations, will have a bill on creating a Dept. of Commerce. Important that we emphasize equity programs we have and importance for small business development and second stage development. Will have to come back, still a proposal in progress.

Future agenda item: Prosperity Council Recommendations and possible bill on Dept. of Commerce creation

### ***Education Committee (Edu)***

*Education Committee co-chairs were absent. Andre shares synopsis:*

- School funding formula, interested in poverty weight and adjustments need to be considered there.
- Dept. of Early Learning and Care (DELIC) support for Preschool Promise and universal preschool initiatives. Have also discussed continued implementation of SB141 and next steps and enhanced resources for summer learning and pathways for graduation requirements.
- Accountability for school districts and conversations around options.
- Conversations around instructional time and chronic absenteeism and partnering with legislators who have bills around those items.

**Meg:** Woodburn School District has had decrease in enrollment in college and high school students. Woodburn School District used to rent space on our properties because they had so many students, now we see a big decrease in enrollment, they have now left our community center. Wonder if Education Committee members are looking into that. Our kids aren't going to high school or college because they are in charge of their families due to ICE. They are doing job of mothers while the other parent is working.

**Andre:** That does role into that chronic absenteeism conversation. Will relay it to the committee.

**Governor:** Echo that concern. Anti-immigration efforts by federal government is chilling and want to share that I had a conversation with COSA a few days ago and there is a national trend on lower enrollment. It is impacting school across the country and districts are having to take up. Heard from Supt. Castaneda from Salem-Keizer School District, we have to look at funding formula and fluctuations of student enrollment ... because of the inconsistencies we may need to rethink that.

**Marcus LeGrand:** Any funding going to help SB 141? It's a non-funded mandate. Is Education Committee going to create baseline for certain things, with schools – coming from early childhood or preschool, can they get funding to get some of those schools for afterschool, daycare, or free preschools.

**Andre:** These are still high level but am taking notes and will pass it along to the committee.

**Coi-Vu:** Universal preschool is incredibly important to continue to push for. More children will need parents in school to volunteer and work due to work requirements and will impact communities we serve.

### ***Health Equity and Human Services Committee (HEHSC)***

**Josie:**

- HB 4052 Addressing racism as public health crisis. We are centering work around that issue area. Seeking information from

RJC staff to relay questions from members to Education Committee co-chairs

Oregon Health Authority (OHA).

- Preservation of Medicaid and SNAP program are top of mind. Governor, as you look at options in front of you, where there is space for that, our committee is eager to lean in. We have a lot of desire to be plugged in to changes to behavioral health system, and Coordinated Care Organizations (CCOs) – how Medicaid is delivered in Oregon. Want to track and influence as a committee.
- Funding for Community Based Organizations (CBOs). HR1 impacts, work requirements, more frequent determinations, Oregon Health Plan (OHP) state network is going to be a big resource.
- Data and privacy. Tracking developments on Medicaid and SNAP protections.

**Marin:** Looking at some of the information and estimates of \$200K losing benefits because of HR1 bill. Will impact BIPOC communities more than others, a lot of CBO's are working with a budget from 12-13 years ago, and they don't keep up with inflation. Considering the workload currently happening and what is to come with redeterminations, a lot of people will go to CBO's. It's important we allocate funding for CBO's. If we don't, it will impact state of Oregon greatly.

**Coi-Vu:** Many clinics are represented as well. What OHA has been doing is training OHP assisters within local organizations to volunteer to do OHP enrollment and determinations. Additional funding for additional assisters is needed. We can't ask current staff that are doing the work to add more workload to their already overburden schedules. Need funding for new assisters for our organizations and CBO's.

### ***Housing and Homelessness Committee (HHC)***

**Yoni:**

- Protecting current housing pipeline. It's never been more streamlined to get housing development approved, as it is right now. Within that broader goal of housing production, there was discussion around affordability challenges and vacancy issues with Area Medium Income (AMI), there needs to be continued strength in production and affordability. A needs analysis is needed. Preservation of Homes Owned by Seniors Particularly those that are High Risk.
- Want to elevate need of coordination intergovernmental agencies with affordable housing. Permanent supportive housing – highest tier being high such as the aid and assist population. However, it's the lowest tier being given supports. Integration at state level is really key.

*Yoni and Meg share interest in collaboration of HHC and EOC's focus for workforce. There is a high turnover in property management. Meg comments "Health, workforce, and housing are intertwined."*

**Paul:** been working on affordable housing projects for people with conviction history. Cost per unit was \$150K. Cost per unit now is \$500K. In addition, looking at rate it's closer to market rate. 60% AMI can be

HEHSC Co-chairs share interest in working with Governor's Office on preservation of Medicaid and SNAP.

HHC Co-chairs share interest in collaborating with EOC for property management/workforce

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                      |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | <p>difficult for people to afford. Curious if Governor has any thoughts on this affordability issue.</p> <p><b>Governor:</b> Will ask anyone who has connection to housing that we have to figure out how to reduce construction cost per unit. Shouldn't be that expensive to build a unit. Can have conversation offline.</p> <p><b>Andre:</b> Commend all of our co-chairs and committee members. We have a lot of expertise in these rooms. A lot of folks who know what is needed and how folks have stepped up, agencies who have leaned in to have conversations. Today we want to have someone to make a motion to move forward as a slate of RJC priorities. Moving forward, we have a work session in October for RJC to continue to advise committees and shape a workplan.</p> <p style="text-align: center;"><b><i>RJC Priorities Vote</i></b></p> <p><i>Marin makes motion to adopt committee priorities as the Racial Justice Council's priorities. Meg seconds motion. No comments/discussion from committee members. Members present and vote as follows:</i></p> <ul style="list-style-type: none"> <li>• <b>Yes/Approve:</b> Latiffe Amado, Justice Rajee, Ciara Pressler, Josie Silverman-Mendez, Thien Lieu, Annie Valtierra- Sanchez, Coi-Vu, Marin Arreola, Matt Newell-Ching, James Alan Parker, Yulissa Magana, Yoni Khan, MEG, Clara Soh, Paul Solomon, Ana Molina, Shay Huber, Marcus LeGrand, Tristen Edwards, John Washington, Melinda Del Rio, Jackie Leung.</li> <li>• <b>No:</b> <i>None</i></li> <li>• <b>Abstained from voting:</b> None.</li> </ul> <p><i>Motion passes. Council approves adopting committee priorities as the Racial Justice Council's priorities.</i></p> <p><b>Governor:</b> We will have an abbreviated document to send out and people can weigh in if folks see any discrepancies. We have open mic now.</p> | <p>Future agenda item: Reducing cost per unit</p> <p>Andre shares October RJC work session for workplan development</p> <p>Council votes and approves to adopt committee priorities, as the Racial Justice Council's priorities.</p> |
| Open Mic | <p><b>Marin:</b> Want to recommend we invite Andrew Stolfi from Oregon Employment Dept. (OED) to speak on initiatives on his plan from the fall. OED Services update.</p> <p><b>Governor:</b> Great idea. Let's invite him. Changing Francis system and modernization tweaks.</p> <p><b>Ana:</b> Climate Protection Program (CPP). Two decades of work to establish an equitable framework to reduce Oregon's climate pollution. These communities are disproportionately low income, rural communities. Focusses on clean energy, rural areas, seniors and others experiencing health inequities. Right now, it's going through energy intensive rulemaking through Dept. of Environmental Quality (DEQ). It's proposing to delay another compliance period in 2030. It's unclear with Environmental Justice Council (EJC) and the Environmental Equity Committee not being in place. Is there a way that the RJC can push back as a matter of community needs or be involved and commenting for</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>Future agenda item: OED Director Andrew Stolfi for updates on plan, Francis system modernization, and initiative.</p> <p>Future item: Climate</p>                                                                                 |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                          |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>stronger protections in this rulemaking process for RJC?</p> <p><b>Governor:</b> Given alignment and integration with EJC, recommend a combined conversation to set up principles and goals. Committed to protecting it. Having a set of principle or recommendations from EJC would be helpful.</p> <p><b>Andre:</b> Working with Van in that space, Ana lets connect offline.</p> <p><b>Annie:</b> HEHSC using racism as a public health crisis. Want to request a presentation of the Regional Health Equity Coalition. There is a study from scholars who looked at improvement of health in regions where there is a regional health coalition. They're doing a presentation this Wednesday, can share the link. Good to listen, there's data backing it up. Get the point of investing in CBO - We can't wait until things get bad to do that, need to try to continue to invest. As a council member, was also part of that Racism is a Public Health Crisis bill. For the committee to bring it back is great. Important to bring back numbers. We can talk about doing something specific for RJC as well. Can reach out to see what that looks like.</p> <p><b>Governor:</b> Yes, try to get that scheduled.</p> <p><b>John:</b> Good to see everyone. MLK dream run is concluding this weekend. Also put some codes in the chat for anyone who wants to run, free of charge. Excited on what committee has adopted today.</p> <p>The rose quarter chose a construction park. Can you share on that project and is it out of country? Want your thoughts.</p> <p><b>Governor:</b> Moda modernization is moving forward that different government involved and Blazers got together. There was a Request For Proposal (RFP) out, there was 4-5 applications. Final decision was based to go with a company based out of Canada. They gave clear commitments to hiring locally certified firms. Asked my team today for more details, have them communicate for broader commitment. They do have a lot of skill doing this modernization. We need to get back to the community on what this means.</p> <p><b>John:</b> If we can circle back and get conversation would be great.</p> <p><b>Matt:</b> Thanks for convening SNAP roundtable in August. Good to have frank conversation. We are at about \$220M less than Oregonians will have to spend on food and necessity compared to last year. Downstream impact to grocery store and food chain impact. You talked about relief for 93K – can you walk us through how we support, what does relief look like for these Oregonians who find themselves without food assistance.</p> <p><b>Governor:</b> We will do what we can. Other states have seen substantially worse reduction, don't have a good answer for you today. Collaborating with OED and Oregon Dept of Human Services (ODHS) to get connection on work requirements, getting in information through one system. Haven't seen numbers lately. Its evolving because with the way</p> | <p>Protection Program – EJC and RJC alignment</p> <p>Annie requests Regional Health Equity Coalition presentation for HEHSC and RJC.</p> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                                                                                                                                                                                                                                    | <p>its structured, its structured to knock people off the program and are designing as best we can to keep people on but we will lose folks.</p> <p><i>Open mic concludes. Governor departs.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
| <p><b>RJC Criminal Justice Reform Committee Updates</b></p> <ul style="list-style-type: none"> <li>• <b>Eastern Oregon Correctional Institution and Restorative Justice Programming</b></li> <li>• <b>Alternatives to Incarceration</b></li> </ul> | <p><i>Alternatives to Incarceration</i></p> <p><b>Paul:</b> \$500M for feasibility study. Estimated to cost up to \$1B, likely one of the largest public works project in the state. Our committee has worked diligently to develop an alternative path. Governor found \$150K for Criminal Justice Commission (CJC) budget to help us do stakeholder engagement and data analysis. Governor's Office team and CJC have worked with Portland State University to develop an Intergovernmental Agreement (IGA) to help us with this process. In the early stages to get it finalized but hopeful by the time we meet next time, we will begin some of the work.</p> <p><b>Tristen:</b> Part of the hope is that this can spur conversations around what are the investments to keep people safe and that are not creating more prisons to fit people who are being convicted. Are there other ways to create community-based approaches.</p> <p><i>EOCI and Restorative Justice Programming</i></p> <p><b>Tristen:</b> We have learned that Eastern Oregon Correctional Institution (EOCI) wants to start something similar. Our hope and goal is to take folks on our committee who have that lived experience and pass on some of those lessons learned to develop a similar program. EOCI has agreed to facilitate zoom listening session with our subcommittee and men at EOCI. We are having conversations with Dept. of Corrections (DOC) on how to facilitate those conversations. There was a chaplain at the facility who could facilitate zoom call, EOCI isn't being amendable to have someone facilitate those zoom calls moving forward. Having calls with Director Reese, Governor's Office team and are trying to work through it. Working on scheduling sessions and are eager to learn what folks at EOCI are interested in working on.</p> <p>Excited to hear about how other committees are tackling issues across the state. All of the other committees are doing public safety. Part of issue we have is we are eating up too much of the budget. Part of the goal is by avoiding massive costs of building a new prison, budget can be opened up to get funds to other areas to keep communities folks.</p> <p><b>Andre:</b> Want to go back to Meg's comment on reaching out to other committees and intersectionality.</p> |  |
| <p><b>Recommendations from RJC Economic Opportunity Committee</b></p> <ul style="list-style-type: none"> <li>• <b>Proposed Executive Order Updating</b></li> </ul>                                                                                 | <p><i>Executive Order (EO) 22-15</i></p> <p><b>James:</b> EO 22-15 told agencies to collect race and gender data to do proactive outreach, build 5-year action plans. It's a measured effort and didn't measure results. No agency was required to close a gap and nothing happened if none did it. EOC recommended updating it to add accountability. Looking at four changes.</p> <ol style="list-style-type: none"> <li>1. Measurable outcomes. Oregon has established statewide targets by requiring agencies to develop 2-5 disparity study within their</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

|                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| <p><b>EO-22-15</b></p> <ul style="list-style-type: none"> <li>• <b>Recommendations for Future Ready Oregon and Modeling Workforce Development</b></li> <li>• <b>RJC</b></li> <li>• <b>“Prosperity Council Recommendations” Principles</b></li> </ul> | <p>own mission areas. Biennial improvement goals, and strategies and resources committed to achieving them. Progress would be on a public dashboard. Desegregated.</p> <ol style="list-style-type: none"> <li>2. Compliance. Agencies to comply within 90 days of the Executive Order. Providing common definitions, baseline expectations for community engagement and implementation. Agencies need to set annual benchmarks and report prompt payment timelines broken out by firm size.</li> <li>3. Agencies that fail to report will face active action plans. Name responsible officials, milestones, budgetary review by DAS.</li> <li>4. Standing roll for community voice. Becomes community Advisory Council. Agents have to adopt or have a response why not and what they would do instead.</li> </ol> <p>Do we see disparity reduction targets as the right instrument. Is it strong enough and enforceable. What would this body or another body need to staff – staffing data access or legitimate standing. Was attached in the email for you to read through.</p> <p><b>Marin:</b> This EO is so important for us to support and address given systemic issues. Procurement systems in state of Oregon have favored big business over small business. Subconsciously there is a bias. This EO is important to ensure accountability. We do need transformation of Oregon’s procurement system.</p> <p><b>James:</b> This is money that should be invested, where dollars stay local, and are circulated. It magnifies each dollar. Important to our communities when costs are soaring. Want to see this as an act of self-determination.</p> <p style="text-align: center;"><b><i>Updating EO 22-15 Vote</i></b></p> <p><i>Shay makes motion to adopt Executive Order 22-15 updates. Marin seconds motion. No comments/discussion from committee members.</i></p> <p style="text-align: center;"><i>Members present and vote as follows:</i></p> <ul style="list-style-type: none"> <li>• <b>Yes/Approve:</b> James Alan Parker, Coi-Vu, Justice Rajee, Ciara Pressler, Paul Solomon, Matt Newell-Ching, Marin Arreola, Josie Silverman-Mendez, Thien Lieu, Tristen Edwards, Latiffe Amado, Cynthia Richardson, Melinda Del Rio, Clara Soh, Yulissa Magana, Shay Huber, Marcus LeGrand, Ana Molina, John Washington.</li> <li>• <b>No:</b> <i>None</i></li> <li>• <b>Abstained from voting:</b> Yoni Khan.</li> </ul> <p><i>Motion passes. Council approves proposed updates to EO 22-15.</i></p> <p style="text-align: center;"><b><i>Recommendations for Future Ready Oregon and Modeling Workforce Development</i></b></p> <p><b>Marin:</b> Part of our goal was to come up with recommendation for Future Ready Oregon and workforce development. Future Ready Oregon was passed 3-4 years ago during Governor Kate Brown for workforce</p> | <p>Council votes and approves EO 22-15 updates.</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|

development, training, education and workforce system. Oregon needs a better workforce system that is aligned.

5 major actions were asking Governor Kotek and the Council to advance forward.

1. Establish cross agency alignment. Ensure they work in coordinated plan, clear accountability. We feel as subcommittee Oregon should operate as one system rather than separate programs.
2. Future Ready Oregon has become a good long-term strategy for workforce development. Has served 23K Oregonians. Many got education, training, support services, and reached a lot of people that weren't part of workforce development in state of Oregon. 90% have never participated in workforce programs. Future Ready Oregon allowed to dismantle some of those barriers. 65% were placed in jobs. Feel this program needs to continue.
3. Remove barriers from workforce development. There's so many barriers to access programing, services that it discounts many people from these systems. People get frustrated, they give up. Future Ready Oregon provided wrap around support for childcare, tuition, transportation, food.
4. Want to make sure investments continue to focus on high needs sectors. Oregon needs stronger accountability and a data dashboard for work being done and looking at outcomes we are achieving.

Hoping this council and Governor will support the model, continue the work and move forward. Over last 3 years it has helped so many ppl and doing great work. Looking to you to support and vote on this to continue long-term.

### ***Recommendations for Future Ready Oregon and Modeling Workforce Development Vote***

*Paul makes motion to adopt recommendations for Future Ready Oregon and Modeling Workforce Development. Cynthia seconds motion. No comments/discussion from committee members. Members present and vote as follows:*

- **Yes/Approve:** Justice Rajee, James Alan Parker, Ciara Pressler, Matt Newell-Ching, Marin Arreola, Tristen Edwards, Josie Silverman-Mendez, Cynthia Richardson, Paul Solomon, Melinda Del Rio, Thien Lieu, Shay Huber, Clara Soh, Coi-Vu, Yulissa Magana, Ana Monlina, Marcus LeGrand.
- **No:** John Washington.
- **Abstained from voting:** Yoni Khan.

*Motion passes. Council approves recommendations for Future Ready Oregon and Modeling Workforce Development.*

Council votes and approves Future Ready Oregon and Modeling Workforce Development recommendations.

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                        |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|                      | <p style="text-align: center;"><b>RJC “Prosperity Council Recommendations” Principles</b></p> <p><b>James:</b> Small business is Oregon’s economy. We need to address with real strategy for prosperity. Want to think of the idea and infrastructure investment. Want to offer that framing. The further we delay, the more costs add up. Six principles:</p> <ol style="list-style-type: none"> <li>1. Representation in governance.</li> <li>2. Recommend small diverse range of voices are on council and decision making boards.</li> <li>3. High equity programs should still run during transition rather than pause during transition.</li> <li>4. Show fiscal math. There were discredits, and all carry revenue consequences. It frames revenue estimate before there is a decision on it.</li> <li>5. Reform Corporate Activity Tax (CAT)</li> <li>6. Grow what’s already here.</li> <li>7. Evaluate before discussing on replacing.</li> </ol> <p><b>Marin:</b> Overall, we want to make sure the Prosperity Council Report has that lens of small business, is diverse with minority businesses. When they make those recommendations that they think of them. Important we think of what they go through with their business. Small businesses are the backbone of Oregon.</p> <p><b>Matt:</b> For CAT specifically – open to raising floor from \$1M for the reasons said and getting businesses off the ground. Worried if we don’t include language, we will keep CAT revenues at the very least neutral. If we aren’t explicit about that, the pool of money funds student success act and education funding. Agree on small business side of things, is there room to amend language to make sure education funding is kept full so burden is shifted to bigger businesses than smaller business. I do think there is a role that the RJC should play that we shouldn’t give unnecessarily tax breaks to bigger businesses. You’re saying that this might not be that big of a deal?</p> <p><b>James:</b> No not saying that. We were asked how to frame that. Who benefits from that and analysis.</p> <p><b>Matt:</b> More analysis than endorsement.</p> <p><b>John:</b> You are painting with a wide brush. Need to read it and get more understanding of it. Want to get an understanding of what we are trying to produce. Want to get back with you.</p> <p><b>Andre:</b> We will have to bring this item back due to time and some folks have dropped from the meeting.</p> | <p>Future agenda item: Vote for RJC Prosperity Council Recommendations principles.</p> |
| <b>Announcements</b> | <p><b>Andre:</b> RJC Work Session is October 15<sup>th</sup> from 1:00pm - 4:30pm. Next RJC meeting is November 19<sup>th</sup> from 3-5pm.</p> <p>December 1-3<sup>rd</sup> is legislative days. RJC has a legislative committee. May be on the hunt for some new members. During legislative days there is discussion with legislators to collaborate. Look for an email, we will pull</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                        |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <p>a call out. We do meet during legislative session, and you'll see those pop up on your calendar.</p> <p><i>BIPOC Caucus:</i> Javier and I did share information on what RJC is and does. They invited RJC members to attend their meetings as well, if interested in attending you are welcome to do so.</p> <p>RJC annual report workgroup is coming up. First meeting is next week.</p> <p><i>Meeting concludes at 5:05pm.</i></p> |  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Materials</b> |  20260917 RJC Updates.pdf  RJC-EOC Workforce Group Recommendation  RJC-EOC - Prosperity Council Recommendation  RJC EOC Recommended EO2X  Oregon EJ Mapping Tool Flyer - September |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Zoom Chat

2026-09-17 15:03:50 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:

RJC Agenda

1. Welcome and Roll Call .... 5 Minutes
2. Budget Update ... 10 Minutes
3. RJC Priorities Conversation .... 30 Minutes
  - a. October RJC Work Session
4. Open Mic .... 25 Minutes
5. RJC-Criminal Justice Reform Committee Updates .... 15 Minutes
  - a. Eastern Oregon Correctional Institution and Restorative Justice Programing
  - b. Alternatives to Incarceration
6. Recommendations from RJC-Economic Opportunity Committee .... 30 Minutes  
(see below)
  - a. Proposed Executive Order Updating EO-22-15
  - b. Recommendations for Future Ready Oregon and Modeling Workforce Development
  - c. RJC "Prosperity Council Recommendations" Principles
7. Announcements .... 5 Minutes

2026-09-17 15:06:52 From Ana Molina to Hosts and panelists:

Ana, here as well. I joined late.

2026-09-17 15:07:02 From Yasmin Solorio, Gov Office (She/her) to Hosts and panelists:

RJC Agenda

1. Welcome and Roll Call .... 5 Minutes
2. Budget Update ... 10 Minutes
3. RJC Priorities Conversation .... 30 Minutes
  - a. October RJC Work Session
4. Open Mic .... 25 Minutes
5. RJC-Criminal Justice Reform Committee Updates .... 15 Minutes
  - a. Eastern Oregon Correctional Institution and Restorative Justice Programing
  - b. Alternatives to Incarceration
6. Recommendations from RJC-Economic Opportunity Committee .... 30 Minutes  
(see below)
  - a. Proposed Executive Order Updating EO-22-15
  - b. Recommendations for Future Ready Oregon and Modeling Workforce Development
  - c. RJC "Prosperity Council Recommendations" Principles

## 7. Announcements .... 5 Minutes

2026-09-17 15:07:49 From RJC Annie Valtierra-Sanchez to Hosts and panelists:  
Good to see you here Justice!

2026-09-17 15:50:48 From Yulissa Magana to Hosts and panelists:  
Those budget cuts are really impacting the community and it is scary.

2026-09-17 15:58:08 From Yulissa Magana to Hosts and panelists:  
A huge reason for the high rates of homelessness is the cost of living in Oregon. It's sky rocketed so high and wages are not catching up to the cost of living.

2026-09-17 15:59:06 From MEG (She, Her, Ella) to Hosts and panelists:  
Yes, what we are experiencing is that affordable housing rents are very / or too close to the market rate.

2026-09-17 16:01:22 From Yulissa Magana to Hosts and panelists:  
Absolutely! Prices are going up and it's unattainable. People on disability do not get enough money to pay rent nor have the proper supports to ensure that they can retain their housing. More and more people are becoming homeless and some are working 2-3 jobs and even then it's not possible. It is heartbreaking how high homelessness rates are here compared to other states...

2026-09-17 16:04:17 From MEG (She, Her, Ella) to Hosts and panelists:  
thank you all.

2026-09-17 16:07:30 From Clara (she/her) to Hosts and panelists:  
I'm a yay, couldn't find my zoom hand to lower it

2026-09-17 16:07:57 From Melinda to Hosts and panelists:  
I joined late and am driving. I'll abstain due to joining late and not hearing everything

2026-09-17 16:09:38 From John Washington to Hosts and panelists:  
colasmkdr26 if you would like to run in the race no charge thanks to colas construction this week end

2026-09-17 16:10:08 From John Washington to Hosts and panelists:  
use the code

2026-09-17 16:11:35 From Jackie L to Hosts and panelists:  
I am switching devices.

2026-09-17 16:12:30 From Yulissa Magana to Hosts and panelists:  
Curious if you're familiar with the neurocognitive Crisis hold that has been passed in Idaho? It is supposed to work similar to mental health hold. I'll attach the link here because it explains better the differences. If you are familiar with it, interested to hear your thoughts. Also curious to hear from a racial justice lens  
<https://healthandwelfare.idaho.gov/providers/brain-health-alzheimers-dementia-family-caregivers-across-lifespan-providers>

2026-09-17 16:18:29 From MEG (She, Her, Ella) to Hosts and panelists:  
I need to excuse myself, I got into a small accident this afternoon (trying to play with my grandkid). I will follow up with Yoni to keep up with this conversation. Thank you Governor for your leadership, and thank you all for your thoughts and work on these committees. Have a great weekend all!

2026-09-17 16:19:34 From RJC Annie Valtierra-Sanchez to Hosts and panelists:  
Oregon's Regional Health Equity Coalitions: Collaborative Governance for Equity, on September 23rd from 9-10am. A new study in Public Administration Review looked at health data across Oregon from 2006 to 2020. More than coverage alone. Insurance coverage matters, but the study found that RHECs made the biggest difference in the areas coverage cannot fix on its own: helping people afford the care they need and connecting them with a personal doctor they can count on. Oregon's Regional Health Equity Coalitions: Collaborative Governance for Equity

Wednesday, September 23, 2026, 9:00–10:00 a.m.

Registration required: [https://www.zoomgov.com/meeting/register/n\\_amtTUIQLyS-9gvngm0Nw](https://www.zoomgov.com/meeting/register/n_amtTUIQLyS-9gvngm0Nw)

2026-09-17 16:32:27 From Yulissa Magana to Hosts and panelists:  
Prisons are being treated as "mental health" facilities and I think that's one of the biggest issues. Criminalizing mental health

2026-09-17 16:32:52 From RJC Annie Valtierra-Sanchez to Hosts and panelists:  
!!

2026-09-17 16:36:16 From RJC Annie Valtierra-Sanchez to Hosts and panelists:  
I apologize for having to drop off now. Great thoughtful priorities from all. Thank you everyone!

2026-09-17 16:41:46 From Ciara Pressler to Hosts and panelists:  
Replying to "Prisons are being treated as "mental health" facil...":  
Oregon has an opportunity to lead in rehabilitation pathways

2026-09-17 16:42:25 From Latiffe Amado (she,her,ella) to Hosts and panelists:  
I have to run, thanks all!

2026-09-17 16:51:59 From Ciara Pressler to Hosts and panelists:  
Marin does SO much work behind the scenes. Major shout out!

2026-09-17 17:00:53 From Yoni Kahn to Hosts and panelists:  
apologies folks, I need to head out for a family issue

2026-09-17 17:01:19 From Paul Solomon (he/him) to Hosts and panelists:  
I also need to run. Good to see you all!

2026-09-17 17:02:07 From Shay Huber she/they to Hosts and panelists:  
gotta head out too have a great evening everyone thanks for a great meeting

2026-09-17 17:03:13 From Matt Newell-Ching (he/him) to Hosts and panelists:  
I genuinely didn't mean to filibuster the vote, apologies if my lengthy question had that impact. Appreciation to everyone who put work into this.

09/15/2026

---

# Memo

---

**TO**  
Oregon Racial  
Justice Council

**FROM**  
Ana Molina & Clara  
Soh

**CC**  
Andre Bealer

**RE**  
September 2026  
Environmental  
Justice Council  
Updates

**UPDATES:**

Opening statement placeholder: desire to continue environmental advocacy in the RJC with advice from the EJC. Need to create an process to address ad hoc requests that come from both Councils to ensure effective collaboration.

The following updates cover Oregon Environmental Justice Council activities from July 16, 2026, to September 15, 2026.

The EJC met key milestones this summer with the adoption of indicators for the Oregon Environmental Justice Mapping Tool (EJMT) and community engagement in Eastern Oregon. The EJC partnered with Umatilla County to host two information sessions in Milton-Freewater and one information session in Irrigon. We received over 100 comments from these sessions which helped verify how much the EJMT indicators resonate with Eastern Oregon and providing information to inform EJMT guidance being developed by the EJC. The attached one-pager contains a summary of the completed milestones and community engagement completed to date.

The EJC also met in-person in Salem on September 4<sup>th</sup> for our annual retreat. We highlighted opportunities to build processes to support collaboration between the EJC and RJC and the need for increased coordination with the Governor's Office. We also discussed the need to build comprehensive consultation process to better support requests coming to and from the EJC to state agencies, other boards and commissions, and the Governor's Office.

Closing statement placeholder

Thank you,  
Ana Molina & Clara Soh  
Racial Justice Council Liaisons to the Environmental Justice Council

**OREGON ENVIRONMENTAL JUSTICE  
COUNCIL**







# **OREGON ENVIRONMENTAL JUSTICE COUNCIL**

**CHAIR APARNA  
RAJAGOPAL**

The Oregon Environmental Justice Council is appointed by the Oregon's Governor to:

- Identify and advise on environmental justice issues to the Governor and state agencies
- Meet with environmental justice communities
- Develop an Oregon environmental justice mapping tool.

## **OREGON ENVIRONMENTAL JUSTICE MAPPING TOOL**

### **PURPOSE**

The Oregon EJ Mapping Tool is intended to identify Oregon communities most vulnerable to environmental conditions and health disparities so they can be prioritized in government decision making.

### **COMPLETED MILESTONES**

- June 2024: Creation of six distinct community types to allow communities to be compared with like communities
  - Statewide
  - Coastal, Remote, and Rural
  - Small City and Large City
- August 2026: Adoption of indicators for each of these community types to allow communities to be compared by indicators that are most significant to them

### **UPCOMING MILESTONES**

- Creation of environmental vulnerability thresholds that will define how environmental justice communities are measured
- Creation of interactive mapping interface and community reporting
- Mapping guidance for statutory uses

## **Due Date**

**DECEMBER 31, 2027**

### **USERS**

- State agencies
- Local governments
- Philanthropy organizations
- Community-based organizations
- Oregon Legislature

**Oregon Environmental Justice  
Council Website**



# Community Engagement

Here are the community engagement efforts for the Oregon Environmental Justice Mapping Tool of September 2026

## **PURPOSE**

Learn from communities, users, and sovereign nations about what their needs from government when using the tool considering federal EJ mapping tools are not longer available.

## **LEGISLATIVE COMMISSION ON INDIAN SERVICES (LCIS)**

LCIS: February 2024

LCIS Cultural Resources Cluster: July 2024

LCIS Natural Resources Cluster: Sept 2024

\*Formal Government to Government consultation has not been completed yet.

## **Listening sessions**

Astoria: April 2025

Woodburn: May 2025

## **INFORMATION SESSIONS**

Eugene (Beyond Toxics): April 2026

Milton-Freewater x 2: August 2026

Irrigon: August 2026

## **OREGON BOARDS & COMMISSIONS**

May 2026: Oregon Climate Action Commissions

August 2026: Wildfire Programs Advisory Committee

## **POINT OF CONTACT**

EJC Policy & Program Coordinator

Hoang-Van Nguyen

van.nguyen@deq.oregon.gov

# Advancing Economic Justice and Effective Governance Toward a More Equitable Oregon Economy

The Office of the Governor  
State of Oregon

## EXECUTIVE ORDER 2X-XX

**WHEREAS**, Executive Order 22-15, signed on July 27, 2022, established a coordinated, cross-agency action plan to ensure effective and inclusive public service delivery for all Oregonians, with attention to communities that have experienced barriers to access or opportunity due to historical and systemic factors, as documented in statewide equity assessments and service utilization reports; and

**WHEREAS**, Oregon continues to face complex challenges—including housing affordability, climate adaptation, economic transitions, and workforce shortages—that require the design of inclusive policies, culturally responsive service delivery, and collaborative community partnerships; and

**WHEREAS**, economic justice means that all Oregonians—especially those historically excluded by race, ethnicity, disability, geography, immigration status, or income—have fair access to living-wage work, entrepreneurship, wealth-building opportunities, safe and affordable housing, and the benefits of public investment; and

**WHEREAS**, persistent disparities in wages, wealth, household stability, health, and business access are the result of historic and ongoing policy choices and market barriers, and require intentional corrective action; and

**WHEREAS**, public investment must align with the principles of fairness, resilience, and shared prosperity, ensuring that state resources address systemic disparities and promote the well-being of all residents; and

**WHEREAS**, the voices, lived experience, and leadership of individuals and communities across Oregon—including those from diverse racial, ethnic, geographic, cultural, and ability backgrounds—are essential for creating an Oregon that works for all Oregonians, particularly individuals and communities who have experienced discrimination or exclusion;

**NOW, THEREFORE**, I, Tina Kotek, Governor of the State of Oregon, by the authority vested in me by the Constitution and laws of the State of Oregon, hereby order the following updates to Executive Order 22-15 to advance economic justice, reduce disparities in outcomes, and expand shared prosperity across Oregon:

---

## SECTION 1: COMMITMENT TO EQUITABLE SERVICE DELIVERY AND ECONOMIC JUSTICE OUTCOMES

1. **Measurable actions and outcomes.** State agencies shall implement measurable actions to enhance the effectiveness, accessibility, and inclusivity of their services, with annual reporting on outcomes, challenges, and corrective actions. These actions shall include outcome targets that advance economic justice, including reducing disparities in household economic stability, access to benefits and services, and barriers to employment and entrepreneurship.
  2. **Performance metrics.** Agencies must adopt and report performance metrics, such as service uptake rates, satisfaction outcomes, timeliness standards (including response times and processing times), and other indicators appropriate to their mission, disaggregated across relevant demographic and geographic segments, to ensure programs and services meet the needs of all Oregonians.
  3. **Resource alignment.** Agencies shall identify which programs, practices, or investments are most predictive of reducing disparities and shall prioritize continuous improvement and resource alignment consistent with their legal authorities and available funding.
- 

## SECTION 2: DATA TRANSPARENCY, DISPARITY REDUCTION TARGETS, AND ACCOUNTABILITY

1. **Expanded statewide dashboard.** The Chief Equity Officer and the Office of Equity and Racial Justice, in coordination with the Oregon Department of Administrative Services (“DAS”), shall expand the Statewide Service Delivery Dashboard to include outcomes disaggregated by relevant demographic, socioeconomic, and geographic indicators to support equitable and effective public service delivery.
2. **Disparity Reduction Targets.** Each state agency shall establish and publish two to five Disparity Reduction Targets within its mission area. Each target must include:
  - a. a baseline measure;
  - b. an identified disparity or inequity to be reduced;
  - c. biennial improvement goals; and
  - d. a description of strategies and investments reasonably expected to improve outcomes.
3. **Programmatic and fiscal data.** All state agencies must collect and report programmatic and fiscal data in a manner that allows for analysis of service effectiveness, access, and

outcomes across different communities, consistent with law and applicable privacy requirements.

4. **Corrective action and oversight.** Agencies that do not meet established benchmarks, fail to demonstrate progress toward Disparity Reduction Targets, or do not timely report required data shall be subject to corrective action plans, increased oversight, and potential budgetary review by DAS. Corrective action plans must include:
    - a. a root-cause analysis;
    - b. community-informed changes to policy, practice, or service design;
    - c. resource shifts or budget requests necessary to improve outcomes; and
    - d. a timeline with interim milestones and responsible officials.
  5. **Directives and audits.** The Governor's Office may issue formal directives or initiate performance audits to ensure compliance with this Order and to strengthen cross-agency accountability.
  6. **Equity-centered budgeting link.** Agencies shall describe how their budget development and request proposals align with Disparity Reduction Targets, including how requested investments are expected to reduce disparities and how success will be measured.
- 

## SECTION 3: COMMUNITY ENGAGEMENT, POWER-SHARING, AND PARTNERSHIP

1. **Inclusive engagement practices.** Agencies must collaborate with community-based organizations, service partners, members of the public, and stakeholders in designing and implementing policies and programs, employing inclusive engagement practices that address language access, cultural relevance, accessibility, and trust-building.
2. **Community Advisory Council.** The Governor's Racial Justice Council's Economic Opportunity Committee ("Council") shall be established as the Community Advisory Council and convened to advise the Governor's Office and DAS on statewide cross-agency goals related to effective service delivery and economic justice outcomes. The Council shall include representatives reflecting Oregon's geographic, cultural, racial, ethnic, age, language, and ability diversity.

The Economic Opportunity Committee identifies needs to support the long-term economic success of populations who experience systemic economic disadvantages in business creation, access to traditional capital and wealth creation. The committee evaluates current economic development incentives, grants, tax breaks, technical

assistance, and other supports in terms of racial justice, and provide recommendations for modifications. Additionally, the EOC evaluates current public contracting opportunities for minority-owned and underserved businesses and develops strategies to increase them.

3. **Transparent selection and accessibility.** Council members shall be selected through the established process of the Racial Justice Council. Participation supports shall be provided, including language access services, disability accommodations, and technology support as needed to ensure meaningful participation.
  4. **Agency response.** The Council shall review statewide Disparity Reduction Targets and may provide written recommendations. Agencies and/or coordinating entities shall respond in writing to Council recommendations within sixty (60) days, indicating whether recommendations were adopted and, if not, the reasons and any alternative actions planned.
- 

## SECTION 4: ECONOMIC JUSTICE AND INCLUSION IN PUBLIC INVESTMENT

1. **Inclusive procurement and contracting.** State agencies shall strengthen procurement policies to ensure meaningful engagement with the business community, including small businesses and COBID-certified firms and other businesses facing systemic barriers. Agencies shall reduce avoidable administrative burdens, expand technical assistance, and strengthen pathways for prime contracting and subcontracting opportunities. Targeted benchmarks for inclusive contracting shall be established and reported annually.
2. **Prompt payment transparency.** Agencies shall implement prompt payment standards and report average payment timelines, disaggregated by firm size and certification status, to support small businesses' cash flow and capacity to compete for public contracts.
3. **Quality jobs standards.** Agencies administering economic development, infrastructure, energy, housing, and workforce investments shall adopt and implement Quality Jobs standards within their legal authority and program design, including goals related to living wages, benefits, training and apprenticeship access, equitable hiring and advancement, and other job-quality indicators relevant to the sector and funding source, with particular attention to communities historically excluded from high-wage sectors.

4. **Equitable funding alignment.** Agencies involved in infrastructure, energy, housing, and workforce programs must align funding strategies with applicable federal and state initiatives that promote equitable access to resources and reduce disparities in opportunity and economic security.
  5. **Anti-displacement and wealth-building considerations.** Agencies, consistent with their authorities, shall incorporate strategies that support household economic stability and wealth-building, including reducing displacement risks associated with publicly funded development and supporting pathways to stable housing and community-based ownership models where feasible and lawful.
  6. **Place-based prioritization.** Agencies shall prioritize place-based strategies for regions experiencing persistent poverty, rural disinvestment, workforce disruption, and communities disproportionately burdened by pollution and historic underinvestment, as appropriate to agency mission and legal authority.
- 

## SECTION 5: FUTURE-PROOFING SERVICE DELIVERY THROUGH EQUITY AND ECONOMIC JUSTICE IMPACT ASSESSMENT

1. **Biennial Equity and Economic Justice Impact Assessment Report.** Beginning in 2026, a biennial Equity and Economic Justice Impact Assessment Report—conducted by DAS in coordination with independent policy analysts—shall evaluate the distributional impacts of major legislative, budgetary, and administrative decisions on equity and economic justice outcomes, including identifying potential disparate impacts and mitigation strategies.
  2. **Required scope.** The Assessment shall include analysis disaggregated by race/ethnicity, disability, geography (including rural/urban or region as relevant), income, and other indicators appropriate to the decision being assessed. The Assessment shall identify which decisions narrowed or widened disparities and shall provide recommendations for improving equity outcomes over time.
  3. **Training and capacity.** DAS shall update training requirements for agency leadership and staff to support equitable, responsive, and community-informed public service delivery, including training on equitable procurement practices, language access, disability justice, equity-centered budgeting, and community-informed program design.
-

## SECTION 6: IMPLEMENTATION AND INTERAGENCY COORDINATION

1. **Implementation guidance.** DAS, in coordination with the Chief Equity Officer and the Office of Equity and Racial Justice, shall issue implementation guidance within ninety (90) days of the effective date of this Order, including common definitions, reporting templates, minimum standards for data disaggregation, and baseline expectations for community engagement and accessibility.
2. **Agency Implementation Leads.** Each agency shall designate an Executive Order Implementation Lead at the executive level responsible for coordination, timely reporting, and progress toward Disparity Reduction Targets.
3. **Cooperation.** All state agencies shall fully cooperate in the execution of this Order and provide requested information necessary to implement, monitor, and evaluate progress.

---

## SECTION 7: EFFECTIVE DATE

This Order shall take effect immediately and shall remain in effect unless amended or rescinded by future Executive Order.

**DONE at Salem, Oregon, this \_\_\_\_ day of \_\_\_\_\_, 2025.**

---

Tina Kotek, Governor  
State of Oregon

# Implementation Recommendations for Future Ready Oregon and Modeling Workforce Development

Prepared by

Governor's Racial Justice Council

Economic Opportunity Committee

Workforce Work Group

Marin Arreola, Co-Chair and Jan Mason, Co-Chair

Revised May 12, 2026

This page is left intentionally blank.

# Table of Contents

|                                                               |         |
|---------------------------------------------------------------|---------|
| Executive Summary                                             | Page 5  |
| 1. Introduction and Background                                | Page 6  |
| 1.1 Future Ready Oregon: Context and Opportunity              | Page 7  |
| 2. Focus Areas for Executive Leadership                       | Page 8  |
| 2.1 Focus Areas – Detailed Table                              | Page 9  |
| 3. Governor Recommendations (Our Asks)                        | Page 10 |
| 4. Recommended Priorities for a Unified Workforce Model       | Page 11 |
| 5. Detailed Recommendations (Comprehensive Set)               | Page 13 |
| 6. Goals and Timelines                                        | Page 23 |
| 7. Implementation Roadmap                                     | Page 24 |
| 8. Data, Metrics, and Accountability                          | Page 25 |
| 9. Legislative, Budget, and Policy Recommendations            | Page 26 |
| Appendix A, Strategic Priority Reference                      | Page 29 |
| Appendix B: Relevant Agencies and Statutory Hooks (Reference) | Page 30 |

## Acknowledgement of RJC Economic Opportunity Committee Members

Jan Mason, Co-Chair  
James Alan Parker, Co-Chair  
Latiffe Amado  
Marin Arreola  
James Cador  
Nicole Davison-Leon  
Evann Goss-Lemelle  
Marcus Mundy  
Ciara Pressler  
Justice Rajee  
Anthony Veliz

## Workforce Work Group Contributors

Marin Arreola, Co-Chair  
Jan Mason, Co-Chair  
Duncan Wyse  
Kim Parker-Llerenas  
Justin Hopkins  
Rob Winningham  
Sage Learn  
Tom Weller  
Wendi Lawson

## Executive Summary

Oregon's workforce and education ecosystem includes strong partners across state agencies, community-based organizations (CBOs), employers, and education institutions. However, service delivery remains fragmented across programs, funding streams, and data systems. Future Ready Oregon (SB 1545, 2022) represents a major statewide investment intended to expand access to education, training, and career mobility—especially for historically underserved communities—while addressing shortages in high-need sectors such as healthcare, manufacturing, and technology.

This report synthesizes Work Group insights and early lessons from Future Ready Oregon into a unified, equity-centered statewide workforce model that can be sustained and scaled.

### Governor-Level “Our Asks” (Summary):

- Direct a cross-agency alignment plan within 90 days with shared outcomes, common metrics, and a coordinated funding strategy.
- Include a continuation package in the next biennial budget to sustain proven Future Ready Oregon components—including CBO partnerships, wraparound supports, sector partnerships, and data/navigation modernization—**with targeted tuition support for highest-need areas**.
- Standardize equitable grantmaking practices (language access, multilingual technical assistance, transparent scoring rubrics, risk-based monitoring).
- Authorize a single public-facing workforce outcomes dashboard with shared data governance and disaggregated reporting.
- Charge agencies to propose statutory and administrative changes needed to remove barriers for priority populations and streamline service delivery.

### What Success Looks Like:

- Reduced unfilled vacancies in high-need healthcare and other critical occupations.
- Increased completion and credential attainment for priority populations.
- Improved employment and wage outcomes by demographic group and region.
- Reduced time-to-enrollment and improved navigation across programs.
- Employers reporting better access to skilled talent and higher new-hire retention.

# I. Introduction and Background

The Workforce Work Group was convened to examine how Oregon's workforce development system could be better aligned, coordinated, and strengthened to increase participation of vulnerable and historically underserved communities. Persistent labor shortages, demographic shifts, and growing economic inequities necessitate systemic alignment—not isolated efforts.

The Work Group focused on expanding labor force participation to grow Oregon's economy while reducing inequities across race, geography, income, and other barriers to opportunity. The group reviewed implementation and early outcomes of Future Ready Oregon and developed actionable recommendations to reduce duplication and better connect education and training to high-demand careers.

Today, Oregon faces a convergence of persistent labor shortages, demographic change, and widening economic inequities that cannot be addressed through fragmented or siloed workforce efforts. Future Ready Oregon—a \$200 million investment in the 2023-2025 biennium—has begun addressing these challenges, but sustained, structural change will require coordinated statewide action, shared accountability, and multi-biennium investments.

To fully realize the return on the state's investment in Future Ready Oregon, Oregon must move toward a more coordinated, statewide workforce development model that aligns agencies around a shared vision and common outcomes. This requires deliberate integration of the work of the Higher Education Coordinating Commission, Oregon Employment Department, Business Oregon, Department of Human Services, Oregon Health Authority, Oregon Department of Education, the State Workforce and Talent Development Board, and key regional and community partners.

The recommendations that follow are grounded in evidence from Future Ready Oregon annual reports, direct engagement through the Racial Justice Council Economic Opportunity Committee, and the work of the RJC Workforce Work Group. Together, they present a clear opportunity for executive leadership to build on what is working, correct what is not, and take decisive action to scale a coordinated workforce system that expands labor force participation, strengthens Oregon's economy, and delivers measurable, equitable outcomes for communities statewide.

## I.1 Future Ready Oregon: Context and Opportunity

Future Ready Oregon (FRO), authorized through SB 1545 in 2022, represents a \$200 million workforce investment to strengthen Oregon’s workforce by expanding education, training access and supporting equitable pathways into high-demand sectors especially Healthcare, Manufacturing, and Technology. As Oregon faces persistent labor shortages and widening economic inequities, sustaining and scaling what works in FRO requires moving from fragmented efforts to a coordinated statewide model with shared goals, aligned funding, integrated data, and embedded wraparound supports. To sustain the model, Oregon must shift from fragmented programmatic efforts toward a coordinated statewide system.

---

*Definition: Priority Populations (equity-centered design)*

---

**Priority populations** include communities of color; rural and frontier residents; immigrants and refugees; individuals with disabilities; justice-involved individuals; and low-income workers. The statewide workforce model should intentionally remove barriers to participation and embed equity into eligibility, funding, program design, and performance accountability.

---

*Definition: Direct Tuition Support*

---

**Direct tuition support** is emerging as a high-impact practice and should be integrated to improve enrollment and completion—particularly in high-need fields.

Opportunities may exist to more effectively link K–12 funding with workforce development investments, helping to reinforce long-term talent pipelines.

## 2. Focus Areas for Executive Leadership

These focus areas establish the scope in which executive leadership is essential to transition Oregon from numerous effective yet disconnected workforce initiatives to an integrated system that provides quantifiable economic benefits and equitable outcomes across the state.

- Deepen community-based partnerships and formally recognize CBOs and Local Workforce Development Boards as core delivery partners.
- Expand and sustain wraparound supports as essential workforce infrastructure.
- Establish statewide alignment and shared accountability.
- Align sector strategies with economic development priorities and clearly defined employer demand (i.e., ensuring investments connect to actual job opportunities).
- Embed equity-centered program access and design.
- Strengthen employer engagement through incentives, co-design, and accountability.
- Modernize data, shared metrics, and public dashboards.
- Build regional and rural workforce capacity aligned with local labor markets.

## 2.1 Focus Areas – Detailed Table

| Focus Area            | Current Challenge                      | Recommended Approach                                       | Lead Agencies                         | Key Outcomes                                 |
|-----------------------|----------------------------------------|------------------------------------------------------------|---------------------------------------|----------------------------------------------|
| System Alignment      | Fragmented programs and funding        | Coordinated governance and shared goals                    | HECC, OED, Business Oregon, OHA, ODHS | Reduced duplication; faster service delivery |
| Sector Strategies     | Limited alignment with employer demand | Industry-led sector partnerships                           | Business Oregon, HECC                 | Job placement; wage growth                   |
| Equity & Access       | Barriers for underserved populations   | Tuition Assistance, Wraparound supports + CBO partnerships | OHA, ODHS, HECC                       | Increased completion and retention           |
| Employer Engagement   | Inconsistent employer participation    | Employer advisory + incentives                             | Business Oregon, OED                  | Stronger talent pipelines                    |
| Data & Accountability | Disconnected data systems              | Shared metrics + dashboards                                | DAS, HECC, OED                        | Clear ROI and outcomes                       |

### 3. Governor Recommendations (“Our Asks”)

- A. Direct a cross-agency Future Ready Oregon alignment plan (within 90 days) with shared goals, common metrics, and a coordinated funding strategy.
- B. Include a targeted continuation package in the next biennial budget to sustain proven Future Ready components: community partnerships, wraparound supports, sector partnerships, and data/navigation modernization that explicitly includes tuition support for high-need career pathways.
- C. Standardize equitable grantmaking and grant administration practices across workforce programs (language access, technical assistance, transparent rubrics, risk-based monitoring).
- D. Authorize a single, public-facing workforce outcomes dashboard and a shared data governance.
- E. Charge agencies to propose statutory/administrative changes needed to remove structural barriers for priority populations and streamline service delivery across programs.

### 4. Recommended Priorities for a Unified Workforce Model

The Work Group recommends organizing statewide action around six priorities. The detailed recommendations that follow (Section 5) expand on how to implement each priority across policy, funding, governance, and delivery.

#### Priority 1: Align Agencies Around a Unified Workforce Model

- Establish shared statewide workforce priorities and performance measures.
- Use sector/industry consortia and regional workforce structures to coordinate employer demand and program design.
- Reduce duplication by aligning grant cycles, eligibility rules, and participant support across agencies.
- **Longer grant periods** to allow practices to become embedded.

---

*Maps to Recommendations 1, 2, 7*

---

## Priority 2: Deepen Community-Based Partnerships and Equitable Grantmaking

- Invest in trusted CBOs as outreach, enrollment, and navigation hubs.
- Require multilingual communications, technical assistance, and clear scoring criteria.
- Implement supportive, risk-based monitoring that advances continuous improvement.

---

*Maps to Recommendations 3, 6*

---

## Priority 3: Treat Wraparound Supports as Essential Infrastructure

- Embed childcare, transportation, housing stability, technology access, and mental health supports in pathway design.
- Provide multi-year funding to reduce churn and administrative burden.
- Create a statewide resource navigation directory/portal connected to training and employment pathways.

---

*Maps to Recommendations 3, 8, 9*

---

## Priority 4: Strengthen Employer Engagement and Sector-Based Pathways

- Expand employer-led partnerships in healthcare, manufacturing, technology, behavioral health, and clean energy.
- Deploy incentives tied to inclusive hiring, retention, and wage progression.
- Integrate employer-driven curriculum and credit-bearing work-based learning with higher education partners.

---

*Maps to Recommendations 4, 5*

---

## Priority 5: Modernize Data, Evaluation, and Career Navigation

- Build a public-facing dashboard tracking outcomes by race, region, sector, and program.
- Adopt common equity-centered metrics for completion, employment, and wage progression.

- Create a unified career navigation hub aligned with PK–12, higher education, WorkSource, and CBOs.

---

*Maps to Recommendations 7, 8*

---

## **Priority 6: Build a Resilient, Equitable Workforce Ecosystem**

- Sustain successful pilots through an evergreen innovation/scale fund and long-term higher education partnerships.
- Require racial equity, cultural competency, and trauma-informed practices for grantees and partners.
- Support shared leadership models connecting employers, education, and community organizations.

---

*Maps to Recommendations 2, 10*

---

## 5. Detailed Recommendations (Comprehensive Set)

### Recommendation 1: Establish a Unified, Statutory Statewide Workforce System

**Action:** Create a permanent, statutorily defined workforce system that aligns strategy, funding, and accountability across HECC, OED, Business Oregon, OHA, DHS, ODE, and the State Workforce and Talent Development Board (WTDB).

**Why it matters:** Without clear governance and shared authority, coordination remains voluntary, inconsistent, and vulnerable to leadership changes.

**Outcome:** Reduced duplication and administrative burden; faster access to training and services; clear statewide goals tied to economic growth and labor force participation.

---

*“In early 2024, a participant connected with our team through a partner who could no longer provide support. Our community partner did a warm hand off and connected the participant to our services. . . [Now], they have successfully secured a job in their field, earning \$65 an hour—a remarkable transition from underemployment to a six-figure salary!”—Centro Cultural Del Condada de Washington*

*“By working closely with this first participant, [Clackamas Community College] staff, and AntFarm program managers, we have begun creating a clear, supportive pathway from secondary education into healthcare career training.” —AntFarm*

---

## Recommendation 2: Make Future Ready Oregon an Evergreen, Outcomes-Driven Investment

**Action:** Transition Future Ready Oregon from a one-time initiative into an ongoing, multi-biennium workforce investment embedded in agency base budgets and aligned with economic development priorities.

**Why it matters:** Short-term funding limits long-term planning, staff stability, and employer confidence; proven models should not have to re-justify their existence each biennium.

**Outcome:** Program stability and scalability; stronger employer engagement and co-investment; higher return on public investment through sustained outcomes.

---

*“It’s been a complete career change, [and] more than that, it helped me regain a sense of purpose and autonomy. My hope is that programs like this continue to receive strong and sustained funding, because there are so many people out there who have the heart for this work but just need a little help removing the barriers to access it.” —Ryan, a Participant of Cascadia Health Inc.*

---

### Recommendation 3: Treat Wraparound Supports and Community-Based Partnerships as Core Workforce Infrastructure

**Action:** Statutorily define wraparound supports (childcare, transportation, housing stability, technology access, mental health services, benefits navigation) as essential workforce infrastructure and require formal partnerships with CBOs and Local Workforce Development Boards as core delivery partners.

**Why it matters:** Participation and completion gaps are driven by structural barriers; CBOs are trusted partners but are often treated as vendors rather than system partners.

**Outcome:** Increased enrollment, completion, and retention for priority populations; culturally responsive delivery; stronger trust and transparency between the state and communities.

---

*“One new Apprentice described how they had to complete high school as a homeless teen. They were able to not only complete high school but finish early with academic honors. While this candidate had some scholarships and grant money available to pay tuition, they were struggling with housing, transportation and food insecurities. According to the apprentice, being accepted into the program made it possible for them to afford rent. They have also been able to find stability with transportation and other basic needs.” – Mercy Flights*

*“One of the most significant success stories of our project is the ability to reach out to provide opportunities for students in rural and underserved geographic areas the opportunity to engage in certification, post-secondary training and education, and skills demonstrations with the assistance of wrap around services and supports such as: lodging assistance, travel costs, per diem opportunities for students to travel from up to 250 miles one way to engage in and demonstrate technical skills so they are able to complete their certifications, degrees, or skill up in healthcare opportunities.” —Treasure Valley Community College*

---

## Recommendation 4: Align Workforce Investments with Employer Demand Through Sector-Based Strategies and Accountability

Action: Scale employer-led sector partnerships; modernize apprenticeship and work-based learning; tie funding to measurable employment, wage, and retention outcomes disaggregated by race, geography, and income.

Why it matters: Workforce systems succeed when training leads directly to jobs with upward mobility; employer engagement must be meaningful and accountable.

Outcome: Stronger talent pipelines for high-demand industries; improved wage progression and productivity; clear evidence that investments drive equitable economic growth.

---

*“Strong partnerships in School Districts and Employer partners allowed the grantee to bolster the registered youth apprenticeship program. A Youth Apprenticeship Administrative Assistant supports the program by providing transportation for students so that they can meet the internship hours coming to and from their high school. This individual also provides mentorship, logistical coordination, ongoing communication with students and employer partners and serves as the project manager. . . Without this key component, many students would not have been able to say "Yes" to this opportunity.”*

*—City of Hillsboro*

---

## Recommendation 5: Strengthen Employer Engagement Through Incentives, Accountability, and Co-Design

**Action:** Establish a statewide employer engagement strategy including standardized incentives (wage subsidies, training cost sharing, tax credits), formal employer advisory roles, and clear expectations tied to hiring, retention, and wage progression.

**Why it matters:** Employer participation is inconsistent and often burdens providers and CBOs; without incentives and accountability, training risks becoming supply-driven rather than demand-driven.

**Outcome:** Increased employer participation; training aligned with real job openings and advancement; stronger pipelines supporting business expansion and competitiveness.

---

*“One of our most inspiring success stories this quarter is Izela, a first-generation college student at Linfield University and a Level Up scholarship recipient whose award has made it possible for her to continue her studies without financial interruption. As a consistent and curious participant in our workshops, Izela stood out for her thoughtful questions, regular attendance, and leadership, culminating in a powerful speech she delivered during our final celebration. Beyond the workshops, she is currently interning with Revino, a company working to reduce waste in the wine industry by recycling and repurposing wine bottles in collaboration with multiple wineries, giving her hands-on experience in sustainability and industry innovation.” —Unidos*

---

## Recommendation 6: Deepen and Institutionalize Community-Based Partnerships

**Action:** Require agencies to integrate CBOs and Local Workforce Development Boards through multi-year contracts, shared planning, and equitable procurement; resource CBOs for navigation, case management, and ongoing participant support.

**Why it matters:** CBOs are trusted messengers and effective providers but are often underfunded, excluded from decision-making, and burdened by administrative complexity.

**Outcome:** Increased participation and completion among historically underserved communities; more efficient culturally responsive service delivery; stronger trust and accountability.

---

*“We are continuing to leverage a partnership with [Oregon Community Health Information Network (OCHIN)] to place Community Health Worker interns. During this quarter we had two interns finish training and complete 400 hours at our agency. They aid clients during outreach and drop-in services. During February and March, two of our staff completed Community Health Worker training. These two staff, Kharina Miramontes and April Broadnax are co located with our local NAACP branch and work collaboratively with NAACP staff and the NAACP health committee members to conduct outreach and provide navigation to community members experiencing barriers to accessing health services.” —HIV Alliance*

---

## Recommendation 7: Modernize Data Systems, Evaluation, and Performance Management

**Action:** Invest in integrated cross-agency data systems tracking participation, completion, employment, wage progression, and return on investment; establish shared evaluation and public dashboards to support transparency and continuous improvement.

**Why it matters:** Disconnected data systems limit the state’s ability to understand what works, scale effective models, and hold programs accountable—especially for equity outcomes.

**Outcome:** Clear actionable insights for executive and legislative decision-making; improved program effectiveness; public accountability for outcomes and equity impacts.

---

*“A major challenge this quarter was developing a secure, compliant data collection process for the Workforce Ready Participant Data Report. Gathering sensitive personal and demographic data — including Social Security numbers — required collaboration with our HR team, new consent forms, and participant education about privacy protections. While some participants were hesitant, the vast majority ultimately provided consent.”*  
—La Clinica del Valle Family Health Care Center, Inc.

---

## Recommendation 8: Expand Career Navigation and Systems Literacy as Core Workforce Functions

**Action:** Elevate career navigation, benefits navigation, and systems literacy as core functions; invest in trained navigators—particularly community-based and culturally responsive navigators—to support individuals from entry through completion and into employment.

**Why it matters:** Many participants disengage due to system complexity, unclear pathways, and unmet support needs; navigation is essential infrastructure.

**Outcome:** Improved enrollment, persistence, and completion; clearer pathways; greater participant confidence and long-term mobility.

---

*One memorable success this quarter came from a student who participated in a site visit to Oregon State University's College of Forestry. During the visit, the student had the opportunity to explore the forestry lab and try out the farm equipment simulator—a hands-on experience that brought forestry and natural resources to life in a way a classroom never could. The student shared how exciting and engaging it was to operate the simulator and learn how forestry equipment is used in the field. It sparked a strong interest in the environmental and agricultural sciences—two career areas the student had not seriously considered before. They commented, “I didn’t even know this kind of job existed, but now I want to learn more about how to work with equipment like that and maybe go to school for something like forestry.” — Oregon TRIO Association*

*“Diana received the coaching and financial support she needed to navigate the path toward her CNA certificate. We worked together to help her select the right CNA training program that would fit her goals and circumstances. After careful consideration, Diana enrolled at Caregiver Training Institute and received assistance with the registration process and tuition support from IRCO, which allowed her to focus on her education without the added financial stress. Diana began her CNA training on March 3rd, 2025, and successfully completed the program by the end of the month. She says the training was a transformational experience. The instructors pushed her to grow, and the hands-on learning gave her the confidence she needed to thrive in patient care. Now Diana is preparing for the Oregon state CNA exam and is ready to take the final step toward becoming a certified healthcare professional. The skills, knowledge, and confidence she gained through the Future Ready Program have equipped her for the next phase of her career.” —Immigrant and Refugee Community Organization.*

---

## Recommendation 9: Improve Access and Outcomes for Priority Populations

**Action:** Direct programs to intentionally design for access by priority populations (communities of color; rural/frontier; immigrants/refugees; disability; justice-involved; low-income); embed equity requirements into eligibility, funding formulas, and performance measures.

**Why it matters:** Without intentional design, systems serve those closest to opportunity and reinforce inequities.

**Outcome:** Reduced disparities in access, completion, employment, and wages; expanded labor force participation; stronger alignment between equity and economic growth.

---

*“The people served by these training programs have multiple intersecting identities and life experiences that have presented barriers to education and employment. These barriers include not only mental health challenges and substance use issues, but houselessness and incarceration, along with discrimination and socioeconomic disadvantages based on race, ethnicity, immigration, disability, gender, and sexual orientation. In addition to the free tuition to this training program, training participants needed food, transportation, childcare, and technology support. It is critical to have additional food and bus tickets on hand to accommodate these needs beyond what is requested ahead of time. Finding the most accessible pathways for assistance continues to be a priority, and adjustments to how participants are offered or can request financial assistance is ongoing.” —Cascadia Health, Inc.*

---

## Recommendation 10: Build a Resilient, Equitable Education and Workforce Ecosystem

**Action:** Invest in stackable credentials, lifelong learning, rapid upskilling/reskilling, flexible funding mechanisms, and tighter connections between education and regional labor markets.

**Why it matters:** Oregon’s competitiveness requires a system that can adapt to disruption while continuing to advance equity and opportunity.

**Outcome:** Increased resilience during downturns; workforce prepared for emerging industries; sustainable inclusive growth across regions.

---

*“This quarter presented significant challenges due to external economic conditions. A local hiring freeze across multiple manufacturing employers, caused in part by the current tariff policies, severely limited opportunities for participant placement. Several small and mid-sized manufacturers in Central Oregon reported narrower profit margins, an inability to commit to hiring new staff or participating in On-the-Job Training (OJT) partnerships and even closure. Despite these barriers, we continued to field multiple requests from community organizations and partners for Mobile Employment Resource Van (MERV) expansion into additional rural areas. The demand for accessible, mobile employment services remains high as transportation and technology continue to be key barriers for priority populations. To address these challenges, we strengthened outreach to non-manufacturing sectors, such as healthcare and hospitality, and continued supporting participants in earning credentials to improve their long-term employability. We also had an announcement of the closure of a large manufacturing facility in Prineville resulting in the layoff of 200 workers. In response, we’ve created a career fair on August 1st with 13 confirmed businesses participating. This is supported in part by EDCO (Economic Development of Central Oregon) to get these critical manufacturing workers back to work.” —Central Oregon Intergovernmental Council*

---

## 6. Goals and Timelines

### 6.1 Short-Term Goals (0–24 Months)

- Strengthen cross-agency coordination for Future Ready Oregon implementation.
- Establish common workforce metrics and reporting standards.
- Expand sector partnerships and pilot pathways aligned with high-demand occupations.
- Increase wraparound supports and culturally responsive services to reduce barriers to completion.
- Improve employer engagement through streamlined participation and targeted incentives.
- Clarify authority, alignment, and accountability through legislative direction.

### 6.2 Long-Term Goals (3–10 Years)

- Institutionalize a coordinated statewide workforce governance model with clear authority and stable funding.
- Fully align workforce development with economic development strategies statewide and regionally.
- Build career pathways with stackable, portable credentials and multiple entry/exit points.
- Reduce racial, geographic, and income-based disparities in outcomes through sustained investment and accountability.
- Create a resilient system responsive to automation, technological change, and economic cycles.
- Ensure sustainability through integrated data, evaluation, and continuous improvement.

## 7. Implementation Roadmap

| Timeframe   | Key Deliverables                                                                                                        |
|-------------|-------------------------------------------------------------------------------------------------------------------------|
| 0–90 days   | Establish Governor-directed cross-agency alignment team; produce shared outcomes, baseline measures, and a funding map. |
| 3–9 months  | Issue aligned guidance for equitable grantmaking; launch interim public dashboard (minimum viable) and common metrics.  |
| 9–18 months | Stand up navigation hub; expand sector partnerships; codify data governance and sustainment funding mechanisms.         |

## 8. Data, Metrics, and Accountability

A unified statewide workforce model requires shared definitions, common metrics, and public accountability. The Work Group recommends a single public-facing outcomes dashboard with disaggregation by race/ethnicity, geography, gender, sector, and program.

Recommended minimum metric set:

- Participation and enrollment (including time-to-enrollment)
- Program persistence and completion
- Credential attainment (including stackable credentials)
- Employment placement (industry/occupation) and time-to-placement
- Wage outcomes (starting wage, wage progression at 6/12/24 months)
- Retention (6/12 months) and advancement indicators

## 9. Legislative, Budget, and Policy Recommendations

### 9.1 Policy actions the Governor should advance

- Establish a statutory workforce system alignment framework requiring joint planning, funding alignment, and reporting across HECC, OED, Business Oregon, OHA, DHS, ODE, WTDB, and partners.
- Make Future Ready Oregon an evergreen, outcomes-driven investment with multi-biennium funding authority focused on priority sectors and populations.
- Define wraparound supports as essential workforce infrastructure and allowable costs across workforce grants.
- Modernize apprenticeship and work-based learning statutes to expand paid pathways and address rural constraints.
- Mandate equity-centered reporting and tie funding decisions to progress reducing equity gaps.

### 9.2 Funding focus: sustain and scale impact

- Align proven Future Ready Oregon initiatives into agency base budgets to reduce churn and protect gains.
- Braid federal workforce, healthcare, education, and economic development funds across agencies to maximize impact.
- Use incentives and matching structures to encourage employer and philanthropic co-investment.
- Provide stable, multi-year funding for high-performing CBO and sector partnership models.

- Create flexible pools for innovation, rapid response, and scaling what works; sunset what does not.
- Tie investments to outcomes, including employment, wage progression, credential attainment, and equity indicators.

### 9.3 Policy Option Packages (POP 1–6)

#### POP 1: Sustain Future Ready “Core Capacity” (CBO partnerships + equitable grantmaking)

- Purpose: Maintain statewide community reach and equitable access by funding outreach/navigation capacity through CBO partnerships and standardizing equitable grantmaking supports.
- Deliverables: statewide directory of outreach partners; multilingual technical assistance; transparent rubrics; risk-based monitoring; annual outcome reporting by priority populations.

#### POP 2: Wraparound Supports Stabilization (multi-year participant supports)

- Purpose: Treat wraparound supports as essential infrastructure to increase completion and employment outcomes.
- Deliverables: standard supports menu; multi-year funding agreements; resource navigation portal linked to training providers and WorkSource partners.

#### POP 3: Sector Partnerships + Employer Incentives (work-based learning and hiring/retention)

- Purpose: Expand employer-led sector partnerships and scale work-based learning, apprenticeships, and inclusive hiring incentives in high-need sectors.
- Deliverables: sector partnership grants; work-based learning stipends; employer technical assistance for inclusive hiring; annual reporting on placements and wage progression.

#### POP 4: Data, Evaluation, and Navigation Modernization

- Purpose: Create a public-facing outcomes dashboard and a unified career navigation hub to improve transparency and participant experience.
- Deliverables: minimum viable dashboard within 6 months; common metrics; data sharing agreements; navigation hub integrated with schools, higher ed, WorkSource, and CBOs.

## POP 5: Sustainment/Scale Fund for Proven Pilots

- Purpose: Provide an evergreen mechanism to scale what works and sunset what does not using clear success criteria and continuous improvement.
- Deliverables: success rubric and time horizon; evaluation partner; scale plan for top-performing models.

## POP 6: Tuition Support for High-Need Occupations

- Purpose: Expand targeted tuition assistance to address severe shortages in priority fields.
- Deliverables: the development of a tuition assistance fund model, establishment of eligibility criteria, alignment with sector-specific strategies, and comprehensive outcome reporting.

## 9.4 Draft legislative budget framing language (examples)

### Cross-agency alignment and common metrics

The Legislature directs HECC, in collaboration with WTDB and partner agencies (OED, Business Oregon, OHA, DHS, ODE, BOLI), to submit an interagency workforce alignment plan to the Interim Committees on [Labor/Education/Ways & Means] by [date]. The plan must: (1) define shared outcomes and equity-centered performance measures; (2) map all relevant workforce funding streams and eligibility rules; (3) propose an aligned grant calendar and shared reporting; and (4) identify statutory or administrative changes needed to reduce duplication.

### Public outcomes dashboard and data governance

The Legislature directs HECC and OED to develop and publish a public-facing workforce outcomes dashboard that reports, at minimum, program participation, completion, employment, and wage outcomes by priority population and region. Agencies must establish common definitions and data-sharing agreements and report progress quarterly during implementation.

### Wraparound supports integration

The Legislature directs administering agencies to treat wraparound supports (childcare, transportation, housing stability, technology access, and mental health supports) as integral to workforce pathway design. Agencies must standardize allowable supports, reduce administrative burden through multi-year agreements where appropriate, and report on support utilization and outcomes.

## 10. Conclusion

Oregon stands at a critical moment. Fragmented approaches are no longer sufficient to meet the scale of today's workforce and economic challenges. By aligning workforce development with economic development, investing in proven pathways, and removing structural barriers to participation, Oregon can strengthen employer competitiveness and ensure prosperity is broadly shared across communities statewide.

To meet the demands of a changing economy and persistent labor shortages, Oregon must move decisively toward a coordinated, equity-centered workforce system that expands opportunity for workers and businesses alike.

Done well, this approach will expand Oregon's tax base, increase public revenue, and strengthen the state's ability to reinvest in education, infrastructure, health, and community well-being. Most importantly, it will help ensure that economic growth is broadly shared—creating opportunity, stability, and prosperity for workers, families, businesses, and communities in every region of the state. The recommendations in this report align strongly with the Governor's Prosperity Roadmap to improve Oregon's economy.

This work is foundational to Oregon's long-term economic health and to building an economy that uplifts all Oregonians toward shared prosperity.

Future Ready Oregon was a significant and visionary investment. Without stronger alignment, accountability, and long-term implementation, however, Oregon risks losing momentum at a time when workforce shortages, economic uncertainty, housing instability, healthcare access challenges, and rising costs are affecting communities and employers across the state.

Oregon cannot afford to continue operating through disconnected systems that compete rather than coordinate. Employers need a reliable workforce pipeline. Communities need access to opportunity. Workers need pathways to family-wage careers. Community-based organizations need sustainable partnership structures, not temporary pilot funding.

These recommendations are not simply policy ideas—they represent an opportunity to strengthen Oregon's long-term economic competitiveness and improve outcomes for generations of Oregonians.

We respectfully urge your administration to act now on these recommendations and to establish immediate cross-agency implementation with clear executive ownership, measurable milestones, and a sustained funding strategy. Further delay will deepen workforce shortages, weaken economic competitiveness, and leave Oregon less prepared to meet the needs of workers, employers, and communities. Future Ready

Oregon should be formalized now—not as a temporary initiative, but as a durable statewide workforce strategy with the authority, accountability, and long-term investment required to deliver results.

Oregon has the opportunity to become a national model for how workforce, economic development, education, health, and equity strategies can work together to create a stronger, more resilient economy. Realizing that opportunity now requires bold leadership and action.

We appreciate your continued leadership and commitment to Oregon’s future and look forward to continued collaboration on this critical work.

## Appendix A: Strategic Priority Reference

| Strategic Priority                             | Why it matters                                        | Who leads                     | Legislative/Agency actions                                                           |
|------------------------------------------------|-------------------------------------------------------|-------------------------------|--------------------------------------------------------------------------------------|
| Cross-agency alignment                         | Reduces duplication; aligns outcomes and funding.     | HECC + WTDB; agency directors | Direct alignment plan; require common metrics and reporting.                         |
| Community partnerships + equitable grantmaking | Improves reach and outcomes for priority populations. | HECC/OED/ODE; CBO partners    | Standardize multilingual outreach/TA; transparent rubrics; risk-based monitoring.    |
| Wraparound supports                            | Supports drive completion and retention.              | DHS/OHA/HECC; local boards    | Authorize multi-year funding; integrate supports into program rules and contracts.   |
| Employer-led sector pathways                   | Ensures training leads to jobs in high-need sectors.  | Business Oregon + HECC + WTDB | Expand sector partnerships; incentivize inclusive hiring; scale apprenticeships/WBL. |
| Data + navigation modernization                | Improves accountability and user experience.          | HECC + OED; data partners     | Fund dashboard and shared data governance; create statewide navigation hub.          |
| Sustainability + ecosystem building            | Moves pilots to scale; builds durable infrastructure. | Governor's Office + agencies  | Create evergreen innovation/scale fund; define success and sustain proven programs.  |

## Appendix B: Relevant Agencies and Statutory Hooks (Reference)

The following is relevant but requires comprehensive research to confirm relationships.

| Priority                                       | Lead agencies                                         | Key partners                                                      | Primary statutory hooks                                   | Implementation notes                                                                                         |
|------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Cross-agency alignment                         | Governor's Office; HECC; WTDB                         | OED, Business Oregon, OHA, DHS, ODE, BOLI, local workforce boards | SB 1545 (2022); ORS 660.324                               | Create shared outcomes, baseline, and coordinated funding map; use industry consortia/regions for alignment. |
| Community partnerships + equitable grantmaking | HECC (Workforce Investments) + administering agencies | Local workforce boards, CBOs, community colleges                  | SB 1545 (2022); ORS 660.300                               | Standardize accessible communications, TA, rubrics; risk-based monitoring and continuous improvement.        |
| Wraparound supports                            | HECC + DHS + OHA                                      | Local workforce boards; CBOs; education providers                 | SB 1545 (2022) – Prosperity 10,000; SNAP E&T coordination | Multi-year supports; integrate resource navigation portal with pathways.                                     |
| Employer-led sector pathways                   | Business Oregon + HECC + WTDB                         | Employers; industry consortia; higher ed; BOLI                    | SB 1545 (2022) consortia; ORS Chapter 660                 | Scale work-based learning; incentives for inclusive hiring/retention; align curricula with demand.           |
| Data + navigation modernization                | HECC + OED                                            | ODE, DHS, OHA, WTDB, local boards; research partners              | ORS 350.075; ORS 657.601                                  | Shared definitions and data governance; publish dashboard; improve navigation across systems.                |

|                                     |                          |                                            |                             |                                                                                                                            |
|-------------------------------------|--------------------------|--------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Sustainability + ecosystem building | Governor's Office + HECC | WTDB; agencies; higher ed; CBOs; employers | ORS 350.075; SB 1545 (2022) | Define success and time horizon; establish evergreen scale/innovation fund; embed equity and trauma-informed requirements. |
|-------------------------------------|--------------------------|--------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------|

The following is a list of principles and recommendations of the Racial Justice Council-Economic Opportunity Committee (EOC) and recommendations for consideration based on the [Prosperity Council Report - Executive Summary](#). The Governor requested the RJC-EOC provide a set of principles when evaluating and assessing the Prosperity Council Recommendations in its report.

The EOC will present the following at the September 17 RJC meeting for the Council's consideration and approval.

**1. Transform Business Oregon into the Oregon Commerce Authority**, governed by a board of business and innovation leaders and the Governor and modeled on best practices for statewide economic development organizations. The Governor must ensure effective personnel and board members lead the transformation and the agency.

- EOC recommends: We support a more focused Business Oregon. Thoughts and questions about governance and clarity of specifics:
  - Are there details on how the proposed shift would differ from current commissioners to business and innovation leaders? Ensuring small businesses have a voice at this new table is key. The governance structure should ensure strong representation from small businesses, rural businesses, minority-owned businesses, women-owned businesses, and entrepreneurs. Small businesses often experience state policies differently than large corporations, and their perspectives should be integrated into agency leadership, strategic planning, and performance measures. The Oregon Commerce Authority should establish a Small Business Advisory Council to ensure policies, programs, financing, and technical assistance reflect the needs of Oregon's diverse small business community. A governance framework delivers embedded equity principles into core functions, and ensures current small business programming with an equity focus (i.e. TAP) does not undergo pauses during an expected evaluation. High impact programming with an equity focus produces results and grows the broader economy for all Oregonians and should be prioritized..

**2. Strengthen Oregon's economic competitiveness with tax policies** that are more pragmatic and in alignment with neighboring states, while supporting innovation, business growth, and higher wage job creation and moving the state toward a more balanced system. **Near-term reforms should include: Modernize the Research & Development tax credit** to expand eligibility and encourage university partnerships, with a key focus on small and medium-sized businesses.

- The EOC Recommends: The Prosperity Council's focus on research & development tax credit eligibility are primed with a focus on small businesses. It is important to know whether the expansion has an

expected fiscal impact on revenue. Tax modernization should prioritize simplicity, predictability, and reduced compliance costs for small and medium-sized businesses. Many small businesses lack dedicated accounting or legal resources, making complex tax systems disproportionately burdensome. Every proposed tax reform should include an analysis of its impact on small businesses to ensure reforms improve competitiveness without creating unintended barriers to entrepreneurship and business growth. I'm also very interested in learning more about the ability of small and medium-sized businesses to access university partnerships for R&D — noting that these partnerships often carry hidden indirect costs.

**3. Update the Estate Tax** with an emphasis on supporting family-owned businesses.

- The EOC Recommends: Modernizing the tax code/policy is a much needed aspect of competitiveness. Ensuring rates and thresholds are aligned to today's dollars are essential. 1) However, estate tax threshold increases will not necessarily have a positive impact on the majority of small businesses as they are typically below the \$1m threshold. Will this have a significant impact on revenue collection? 2) We recommend deeper analysis on other types of businesses such as employee-owned businesses.

**4. Reform the Corporate Activity Tax (CAT)** to reduce administrative burdens on small and medium-sized businesses while maintaining overall revenue levels.

- EOC Recommends: Support the reform of the CAT and renew focus on small businesses. Raising the Exemption Floor from \$1 million to a higher level removes thousands of smaller businesses from filing and paying requirements. However, this will impact only a small minority of tax filers.

**5. Reconnect the Qualified Small Business Stock (QSBS)** policies to the federal tax code to help Oregon retain and grow emerging businesses.

- The EOC Recommends: Questions to consider: Is it correct that QSBS reconnection is available to businesses worth less than \$50m? Does the proposal also lead to a loss of revenue to the state (estimated at \$40-50m)?

**6. Convene a nonpartisan, stakeholder-balanced, tax reform working group to develop a long-term reform proposal** that can be implemented by 2029, in advance of the expiration of federal State and Local Tax (SALT) provisions. The group should consider how to restructure the Corporate Activity Tax, enable local governments to evaluate options to increase stability with common sense property tax funding, and rebalance the personal income tax structure to maintain progressivity and reduce effective rates for all income brackets.

- The EOC recommends the working group should include meaningful representation from small businesses representing a diverse population

and underrepresented communities, rural businesses, startups, and community-based economic development organizations with cultural/ethnicity focus. Small businesses should help shape long-term tax policy rather than simply respond to it after implementation.

**7. Establish enforceable statewide permitting timelines and guardrails (a “shot clock”)** by requiring agencies to approve or deny complete permit applications within clear statutory timelines, while maintaining environmental and safety standards.

- The EOC recommends: Predictable permitting timelines are especially important for small businesses that often lack the financial reserves to absorb lengthy project delays. Faster permitting reduces carrying costs, financing expenses, and uncertainty, allowing entrepreneurs to invest, expand, and create jobs more quickly. We also recommend that the state reduce the cost burden on small businesses associated with the permitting process.

**8. Reduce regulatory and administrative burdens by 20% by 2029.** Remove outdated and duplicative regulations, which will improve government efficiency and should reduce government spending. The state should also establish a regulatory structure to ensure reforms support economic growth while maintaining protections for public health, essential services, and the environment.

- The EOC recommends: Regulatory modernization should focus on eliminating duplicative reporting requirements, simplifying compliance, and creating a "small business impact review" for all significant regulatory changes. Regulations should be scaled appropriately so that compliance expectations recognize the limited administrative capacity of smaller employers while maintaining public protections.

**9. Adopt a market-based Cap and Invest program for greenhouse gas emissions.** Upon implementation, the Governor should repeal the Climate Protection Program. Align Oregon’s program with labor standards consistent with California and Washington’s Cap and Invest approaches: auction revenues allocated for public works and infrastructure should require family sustaining wages, registered apprenticeship participation, and adherence to nondiscrimination and workforce inclusion standards.

- The EOC Recommends: The Prosperity Council seeks remedies for pollution and emissions, and for pursuing strong labor standards, Cap and Invest largely benefits large polluters, recognizing small businesses have fixed utility costs that would rise under this system. Program design should minimize disproportionate compliance costs on them while creating opportunities for them to benefit from clean energy investments, energy efficiency improvements, workforce development, and procurement opportunities generated through auction revenues. Technical assistance should be available to help small businesses navigate new requirements. Additionally, CPP offers a clear vision for investing in small

businesses that will serve communities most impacted by pollution. Consider CPP being operationalized and a five-year impact review be conducted before allowing industry to reset and restart the process.

**10. Establish a dedicated and recurring site readiness and infrastructure fund of \$250 million per biennium.** Oregon cannot compete for jobs or build enough housing without a reliable supply of development-ready land. Using bonding authority tied to future economic growth, the state should accelerate investment in sites to prepare them for development.

- The EOC Recommends: Site readiness and infrastructure investments should prioritize projects that provide opportunities for both rural and urban small business expansion in addition to large industrial recruitment. Infrastructure investments should strengthen local economies by creating opportunities for existing Oregon businesses to grow alongside new business recruitment. While Oregon does have the opportunity to improve its ability to compete for jobs and build more housing, allocating \$250 million every two years diverts massive public funds away from other critical state needs like public education and healthcare. Large state-backed grants often flow to large corporations or well-resourced private developers, potentially sidelining smaller businesses, rural towns, or local community-led priorities.

**11. Modernize statutes and state policies governing land intended for industrial and business growth** to reflect site suitability and ensure an adequate supply of development-ready sites to support target industries. Clear standards for industrial site readiness, including site size, configuration, natural features, road and other infrastructure access, power sufficiency, and location should ensure consistent interpretation across jurisdictions.

- The EOC Recommends: Industrial land policies should recognize that many growing Oregon businesses require smaller development sites rather than large industrial megasites. Site readiness strategies should include flexible options for small manufacturers, food processors, technology firms, construction businesses, local rural development planning, and emerging industries that may require only a few acres for expansion.

**12. Establish a Governor's Cabinet of Economic & Talent Development** to align state agencies around measurable economic, education, and workforce outcomes. Lead and implement a statewide Talent Alignment Strategy to establish ambitious statewide goals tied directly to Oregon's long-term competitiveness while finding opportunities to streamline and consolidate.

- The EOC Recommends: The statewide Talent Alignment Strategy should include measurable goals for supporting small business workforce needs,

including apprenticeships, incumbent worker training, entrepreneurship, technical assistance, and partnerships with community colleges and community-based organizations. Workforce strategies should reflect the hiring realities of small employers, which often face greater recruitment and retention challenges than larger organizations.

**13. Strategically align higher education funding with West Coast states** to strengthen Oregon's workforce, research, innovation, and industry partnerships in high-growth sectors. Also, commit \$20 million per biennium to the University Innovation Research Fund (UIRF) to leverage federal investment and commercialization opportunities.

- University research and innovation investments should include intentional pathways for commercialization by Oregon small businesses and startups. Technology transfer, applied research partnerships, business incubators, and innovation grants should be structured to ensure small businesses can access university expertise and compete for commercialization opportunities alongside larger firms.

**Conclusion:**

**Small Business Impact Principle:** Every major economic development, tax, workforce, regulatory, and infrastructure policy adopted by the State of Oregon should include a formal Small Business Impact Assessment. This assessment should evaluate how proposed policies affect startup formation, business expansion, compliance costs, access to capital, workforce development, rural businesses, and minority-owned businesses. Oregon's long-term competitiveness depends not only on attracting new employers but also on helping existing small businesses start, grow, innovate, and create quality jobs throughout every region of the state.

This overarching principle reinforces that **small businesses and home grown/local small businesses and their growth should be viewed as central to Oregon's economic strategy**, rather than as an afterthought, and ensures that each recommendation is evaluated through the lens of entrepreneurship, competitiveness, and equitable economic opportunity.