

Analysis By: Amy Suntoko

OFFICE OF EQUITY AND HUMAN RIGHTS

| All Funds Budget Summary | Adopted FY 2013-14 | Request Base FY 2014-15 | Decision Pkgs FY 2014-15 | Request Total FY 2014-15 | Percent Change |
|---------------------------------|-----------------------|----------------------------|-----------------------------|-----------------------------|-------------------|
| Resources | | | | | |
| General Fund Discretionary | \$769,597 | \$817,445 | \$61,681 | \$879,126 | 14.2% |
| General Fund Overhead | 504,262 | 481,375 | 24,569 | 505,944 | 0.3% |
| Total Resources | \$1,273,859 | \$1,298,820 | \$86,250 | \$1,385,070 | 8.7% |
| Expenditures | | | | | |
| Personnel Services | \$1,069,594 | \$1,065,435 | \$81,252 | \$1,146,687 | 7.2% |
| External Materials and Services | 87,160 | 97,986 | 4,998 | 102,984 | 18.2% |
| Internal Materials and Services | 117,105 | 135,399 | 0 | 135,399 | 15.6% |
| Total Requirements | \$1,273,859 | \$1,298,820 | \$86,250 | \$1,385,070 | 8.7% |
| Total Bureau FTE | 9.00 | 9.00 | 1.00 | 10.00 | 11.1% |

Percent Change is the change from FY 2013-14 Adopted Budget to FY 2014-15 Total Requested Budget.

Key Issues

Overview of Office of Equity and Human Rights Activities

The Office of Equity and Human Rights (OEHR) is a relatively new bureau, established in 2011. The office's goals are established in its strategic plan. One of OEHR's goals is to create a Citywide Equity Initiative with the aim of establishing equitable policies, practices, and programs across the City. An important element of this goal is the work of the Citywide Equity Committee. The committee developed bureau Racial Equity Roadmaps, which help bureaus delve into programs and policies to identify structural barriers to equity. The Racial Equity Roadmap has four main components: a baseline assessment; a component to assist bureaus with goal-setting and developing a racial equity plan; a component to help bureaus implement their racial equity plan; and a component for bureaus to report on their progress and conduct ongoing evaluations. Four bureaus (Portland Housing Bureau, Portland Bureau of Transportation, Portland Development Commission, and the Bureau of Environmental Services) will pilot an individual component of the tool. The OMF-Bureau of Human Resources and the Bureau of Planning and Sustainability will pilot the entire tool. Once the pilot phase is complete, there will be a staggered citywide rollout.

Another OEHR goal is to create an equity strategy for City bureaus and staff. As part of this goal, OEHR provides technical support, such as consulting with bureaus during policy development and review to ensure an equity lens is accounted for and working directly with bureaus to provide equity training, with the goal of enabling staff members to recognize and remove barriers to achieving equity. The trainings include interactive exercises, presentations, skills practice, and discussions. The office has provided training to over half of the City's bureaus. Finally, the office assists with the development of equity metrics and the analysis of community impacts regarding policy implementation.

The office has also made progress on its goal of collecting and reporting on City data that informs equity issues, including the development of the City of Portland's workforce demographic dashboard. This tool, updated monthly, is the only source for comprehensive City workforce demographics. The tool allows users to view employee categories, gender, age, and race by bureau and Citywide. The next phase of this tool incorporates data regarding disabilities and Veteran's status.

In addition to providing education and technical support, OEHR has externally focused initiatives that help connect City government with Portland communities. This role is important to ensure that bureaus have a deep understanding of how their work impacts communities of color and individuals with disabilities. The office's community equity and engagement activities occur through three organizations: the Human Rights Commission, the Portland Commission on Disabilities, and the New Portlander Program. These committees all play a vital role in outreach to community groups. As OEHR has noted, the Community Equity and Engagement program aligns with Portland Plan Action Item #6.

Citywide Equity Positions

To further the goal of achieving equity, equity positions have been requested in a number of bureaus, including Portland Parks and Recreation, the Bureau of Development Services, and the Bureau of Planning and Sustainability (already in existence). These positions focus on bureau-specific equity initiatives, and this approach is supported by OEHR. The office notes that bureau-specific equity positions will advance OEHR's capacity to promote equity across the City. The creation of bureau-specific equity positions results in an overall increase in Citywide staffing levels related to equity. Council might consider whether all bureaus require an equity position, and if not, what criteria or thresholds are required to create bureau-specific equity positions. The City can hire new staff dedicated to equity policies and initiatives, or alternatively, can engrain equity into the existing work of City staff. Unintended consequences may arise if equity considerations are assigned to a specific position instead of ensuring that equity is accounted for by all bureau employees. Wanting to be responsive to Bureau Directors interests in furthering equity considerations within their bureaus, OEHR has provided consultation and assistance in drafting the bureau-specific position descriptions. The size and complexity of the bureau and its programs should be considered when determining the need for a bureau-specific equity position.

The creation of bureau-specific equity positions raises the question of how to ensure that equity policies and initiatives are applied consistently across the City. The coordination between bureau-specific equity positions and OEHR depends on the bureau. However, OEHR expects that the bureau-specific positions will take a leadership role within the bureau, and will also be Citywide Equity Committee members. The bureau-specific equity positions will work with OEHR to develop bureau-specific training. The office has developed standards, such as the Budget Equity Tool and the Racial Equity Roadmap, to ensure the consistent application of equity policies and programs. OEHR and bureaus might consider coordinating closely to ensure consistent equity messaging and avoid duplicating efforts. OEHR suggests that coordination between the Citywide Equity Committee and the Executive Equity Committee, composed of Bureau Directors and Council Staff, should also occur.

Performance Measures

This is the first fiscal year that OEHR has reported performance data. The performance measures are reasonable and reflect the daily operations of the office. The performance measures include effectiveness and workload metrics, and OEHR is currently developing programmatic performance measures. However, to create more robust performance measures, the office might consider creating metrics to address programmatic efficiency. Given that this is the first year OEHR has reported performance information, it is difficult to draw conclusions from the data.

Decision Package Analysis & Recommendations

Enhance Equity Services To City Bureaus, OE_01, \$86,250, 1.00 FTE

The office is requesting \$86,250 of General Fund ongoing resources to fund an assistant program specialist position. This position will assist with technical assistance and training, and help raise service levels to bureaus. The office notes that its current staffing level is insufficient to provide support across all City bureaus and also engage with the community of Portland.

The CBO recognizes that a commitment to equity is a vital City service and that OEHR is tasked with substantial and significant responsibilities in ensuring the removal of barriers to achieving equity. However, due to a scarcity of General Fund resources, the Mayor has called for a stabilization budget in FY 2014-15. The guidance suggests that bureaus should submit budgets at the Current Appropriation Level, and that few resources are available for add packages. Furthermore, given the request for equity positions across several City bureaus, equity considerations will still be accounted for, and OEHR has developed procedures to closely coordinate with these positions. Once additional performance measurement data is collected and analyzed, OEHR and the CBO will be better positioned to make determinations regarding OEHR's performance levels and the need for additional staffing. The CBO does not recommend funding this package at this time.

CBO Recommendation: \$0, 0.00 FTE

Pilot Culturally-Specific Mentorship Program, OE_02, \$0

The office proposes to create a pilot mentorship program through the realignment of \$10,000 of existing General Fund resources. The goal of the mentorship program, which will initially focus on employees of color, is to make them more competitive for City management and supervisory positions. The City's African American Network will provide initial staffing and logistical support and assist with outreach to program participants and potential mentors. The office ultimately envisions expanding the mentorship program to include other groups.

This program is funded via realignments, and the resources for this package come from savings within the office. OEHR is not halting functions to fund the realignment. The CBO recommends funding this package. The CBO notes that OEHR has not ranked its realignment packages.

CBO Recommendation: \$0

Enhance Translation & Interpretation Services, OE_03, \$0

In order to enhance translation and interpretation services and purchase a wireless headphone system to assist with translations, OEHR proposes realigning \$10,000 of existing General Fund resources. The wireless headphone system will be shared with other bureaus. This realignment is necessary to meet requirements of the Americans with Disabilities Act of 1990 and the Civil Rights Act of 1964.

CBO recommends funding this package through realignments. OEHR will not halt functions to fund the realignment, and the realignments are necessary to comply with requirements of the American Disabilities Act of 1990 and the Civil Rights Act of 1964. The resources for this package come from savings within the office. The CBO notes that OEHR has not ranked its realignment packages.

CBO Recommendation: \$0

City of Portland
 Decision Package Recommendations
 (Includes Contingency and Ending Balance)

| | Bureau Priority | Bureau Requested | | | | | CBO Analyst Recommendations | | | | |
|---|--------------------|------------------|---------------------|--------------------|-------------------|-------------------|-----------------------------|---------------------|--------------------|-------------------|-------------------|
| | | FTE | Gen Fund Ongoing | Gen Fund 1-Time | Other Revenues | Total Expenses | FTE | Gen Fund Ongoing | Gen Fund 1-Time | Other Revenues | Total Expenses |
| Office of Equity & Human Rights | | | | | | | | | | | |
| <i>Key Priorities</i> | | | | | | | | | | | |
| OE_01 - Enhance Equity Services To City Bureaus | 01 | 1.00 | 61,681 | 0 | 24,569 | 86,250 | 0.00 | 0 | 0 | 0 | 0 |
| <i>Total Key Priorities</i> | | <i>1.00</i> | <i>61,681</i> | <i>0</i> | <i>24,569</i> | <i>86,250</i> | <i>0.00</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| <i>Realignments</i> | | | | | | | | | | | |
| OE_02 - Pilot Culturally-Specific Mentorship Program | 02 | 0.00 | 0 | 0 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| OE_03 - Enhance Translation & Interpretation Services | 02 | 0.00 | 0 | 0 | 0 | 0 | 0.00 | 0 | 0 | 0 | 0 |
| <i>Total Realignments</i> | | <i>0.00</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0.00</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| Total Office of Equity & Human Rights | | 1.00 | 61,681 | 0 | 24,569 | 86,250 | 0.00 | 0 | 0 | 0 | 0 |

