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## OFFICE OF EQUITY & HUMAN RIGHTS

All Funds Budget Summary	Adopted FY 2014-15	Request Base FY 2015-16	Decision Pkgs FY 2015-16	Request Total FY 2015-16	Percent Change
<b>Resources</b>					
Fund Transfers - Revenue	\$22,740	\$0	\$0	\$0	-100.0%
General Fund Discretionary	1,020,633	1,113,773	(13,828)	1,099,945	7.8%
General Fund Overhead	718,275	456,724	0	456,724	-36.4%
<b>Total Resources</b>	<b>\$1,761,648</b>	<b>\$1,570,497</b>	<b>(\$13,828)</b>	<b>\$1,556,669</b>	<b>-11.6%</b>
<b>Expenditures</b>					
Personnel Services	\$1,313,797	\$1,242,731	\$49,746	\$1,292,477	-1.6%
External Materials and Services	288,118	167,230	(60,224)	107,006	-62.9%
Internal Materials and Services	159,733	160,536	(3,350)	157,186	-1.6%
<b>Total Requirements</b>	<b>\$1,761,648</b>	<b>\$1,570,497</b>	<b>(\$13,828)</b>	<b>\$1,556,669</b>	<b>-11.6%</b>
<b>Total Bureau FTE</b>	<b>11.00</b>	<b>10.00</b>	<b>0.60</b>	<b>10.60</b>	<b>-3.6%</b>

Percent Change is the change from FY 2014-15 Adopted Budget to FY 2015-16 Total Requested Budget.

### Key Issues

The Office of Equity & Human Rights (OEHR) submitted a base budget of \$1.57 million for FY 2015-16. The primary use of these resources is to advance the equity of race and disability across City policies and practices, by providing education and technical support to City bureaus and elected officials. OEHR also works directly with the broader community by staffing several commissions and through the newly created Black Male Achievement program.

OEHR is requesting three realignments in this budget submission. Two of the packages are Citywide realignments, with no net impact to the City General Fund. These realignments would create a new permanent program coordinator position within OEHR to support the Black Male Achievement initiative, create a new part-time assistant program specialist, and transfer the New Portlanders Program to the Office of Neighborhood Involvement. Two of these realignments continue to shift the composition of OEHR's core services.

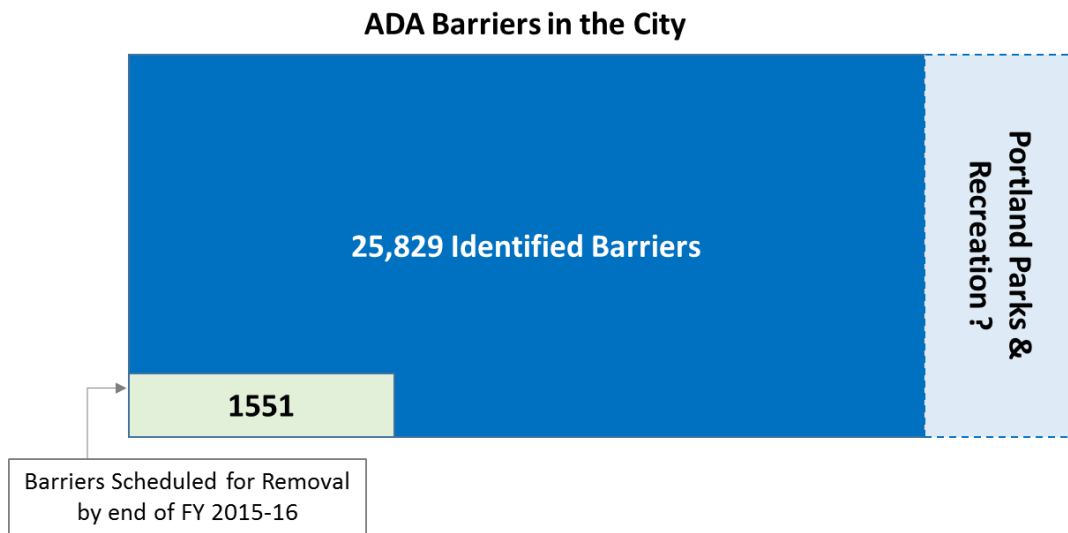
### Civil Rights Program Administration

The FY 2014-15 Adopted Budget included the transfer of the Civil Rights Program from the Office of Management & Finance to OEHR. This transfer expanded OEHR's responsibilities to implement certain citywide policies, particularly those related to Title II of the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act. This transfer increased the bureau's base budget, but also introduced the oversight of implementation of specific federal mandates. Prior to the transfer, the bureau had indirectly influenced these issues through its technical support work, including its coordination of the Budget Equity Tool that bureaus complete with their yearly budget submission. However, the ADA Transition Plan and Title VI translation programs call upon OEHR to hold other bureaus accountable to externally-determined

requirements, rather than encourage change to local policies and practices. Status on these two initiatives is as follows:

### *ADA Transition Plan*

The Americans with Disabilities Act Transition Plan Update was adopted by Council on Nov. 5, 2014. The plan identified 25,829 physical barriers to persons with disabilities at City owned, operated, or leased facilities, and the programs, activities, and services offered at those facilities. This number does not include barriers within the purview of Portland Parks & Recreation, which is expected to complete its portion of the report in the summer of 2015. As coordinators of the Citywide effort, OEHR is responsible for collecting and reporting on bureau progress on the barriers that are scheduled for removal. In the near term, bureaus have targeted to remove 1,551 barriers by the end of FY 2015-16.



Office of Management and Finance-Facilities received a total of \$741,096 in the FY 2011-12 and FY 2012-13 budgets for the ADA Transition Plan; the funds were primarily used to retain vendor support and a staff position to complete the plan – a substantial investment to move the City towards compliance with ADA requirements. However, the benefits for Portland’s residents and visitors will only be realized through implementation of the plan.

Given the financial challenge of eliminating barriers to disabled persons to City programs and services, OEHR could sustain urgency on the issue by providing regular progress updates to Council. As a request that will be brought forward in the Spring BMP, the bureau plans to retain the Transition Plan coordinator position in a limited-term capacity through FY 2015-16 with a carryover request from the unused ADA Transition Plan resources. CBO also recommends that OEHR track the barrier removal projects that require funding, and coordinate requests for funding with the impacted bureaus.

### *Translation Pool*

Also under the Civil Rights Program, OEHR now administers the Title VI requirement to translate vital City documents for Portland’s Limited English Proficiency (LEP) populations. Portland currently has ten distinct languages with populations sizable enough to require translation under this policy. In January 2015, OEHR

piloted a \$100,000 pool of funds to provide additional resources for bureaus to do translation; the funds could also be utilized for sign language interpretation and Community Engagement Liaisons (CELs) services. The funds were a combination of \$50,000 realigned from the one-time resources supporting the ADA Transition Plan and \$50,000 of one-time general fund discretionary, appropriated in the FY 2014-15 Fall BMP.

OEHR has administered the funding pool with two guidelines. First, the pool is initially only available to emergency service bureaus, bureaus that provide needed services during an emergency, the CBO, and the Bureau of Revenue (to assist with the budget process and the Arts Tax, respectively), though the funds will be available to all bureaus to apply for in Q4 FY 2014-15. Second, to ensure the funds enhance rather than supplant existing efforts, bureaus that apply must match the request with their own resources. OEHR has received approximately \$27,000 in bureau requests in 2015, though as of mid-February the bureau had not yet expended any funds. As part of evaluating this pilot, the bureau may consider the effectiveness of the sheltered approach and the types of services utilized. A net increase in investment in translation may also be reached by providing more education and consultation to bureaus, to ensure that they have properly identified their vital documents.

Administration of the Civil Rights Program brings to light one of the bureau's operational challenges. While OEHR's focus on policy and strategic planning is essential to institutionalizing equity in the City, the bureau's independence distances it from the direct work involved in implementing policy changes. In order to maximize the City's existing staff and resources – including equity-related positions in the Portland Police Bureau, Portland Parks & Recreation, Bureau of Planning and Sustainability, Portland Housing Bureau, Bureau of Development Services, and Portland Bureau of Transportation – OEHR should continue to collaborate with and provide technical support to individual bureaus to implement changes to their policies and practices. In FY 2015-16, the Model Employer Resolution and Commission on Equitable Contracting and Purchasing offer excellent opportunities for OEHR to facilitate project implementation of these Citywide initiatives. Regarding the Civil Rights Program, it seems appropriate for OEHR to provide the technical assistance to Portland Parks & Recreation needed to finish its section of the ADA Transition Plan, which will create a complete picture of the City's barrier removal obligations. In addition, Council may want to have OEHR coordinate the requests for funding for barrier removal projects from impacted bureaus. Finally, an evaluation of the FY 2014-15 translation pilot will help to ensure that future resources dedicated to meeting Title VI requirements provide maximum value to constituents.

### **Performance Measurement**

This year, OEHR has made significant advancements in measuring the impact of equity investments at the City of Portland. The bureau's outcome-oriented performance measures, and its work to define desired outcomes for the Equity & Opportunity FY 2015-16 budget priority will help track the value of Portland's equity-related investments.

#### *New Performance Measures*

As a relatively new bureau, OEHR has only one year of reported performance measures. Several of those measures reflected the bureau's core programs and services to other bureaus, including employee

training and the implementation of racial equity roadmaps. However, others fell short of quantifying the impacts of the bureau’s outreach to the community.

The bureau responded to the City’s increased focus on performance by creating a new slate of measures that better capture the reach and impact of the bureau’s work on other city services, and that are more outcome-oriented. For example, the bureau will now measure its work with the Portland Commission on Disability (PCoD) and the Human Rights Commission (HRC) by tracking the City policies revised and reviewed by the Commissions, rather than by the number of meetings held by each group. OEHR has also added measures that show citywide progress on the ADA transition plan and the City’s efforts to translate essential documents for LEP populations.

The CBO notes that although the bureau has introduced many useful measures, OEHR archived one indicator of bureau effectiveness in the process – the measure tracking the number of City employees completing equity training. The bureau may consider continuing to report on this particular measure to show progress over time, and to maintain transparency of the bureau’s internal service delivery. Regarding the number of employees completing equity training, performance was significantly under target in FY 2013-14, but is projected to trend positively in FY 2014-15. Equity training is voluntary for non-management employees, but OEHR has helped drive increased interest through its frequent Citywide communications and expanded opportunities for employee engagement (e.g., the new lunchtime equity discussion series).

*Key Performance Measures*

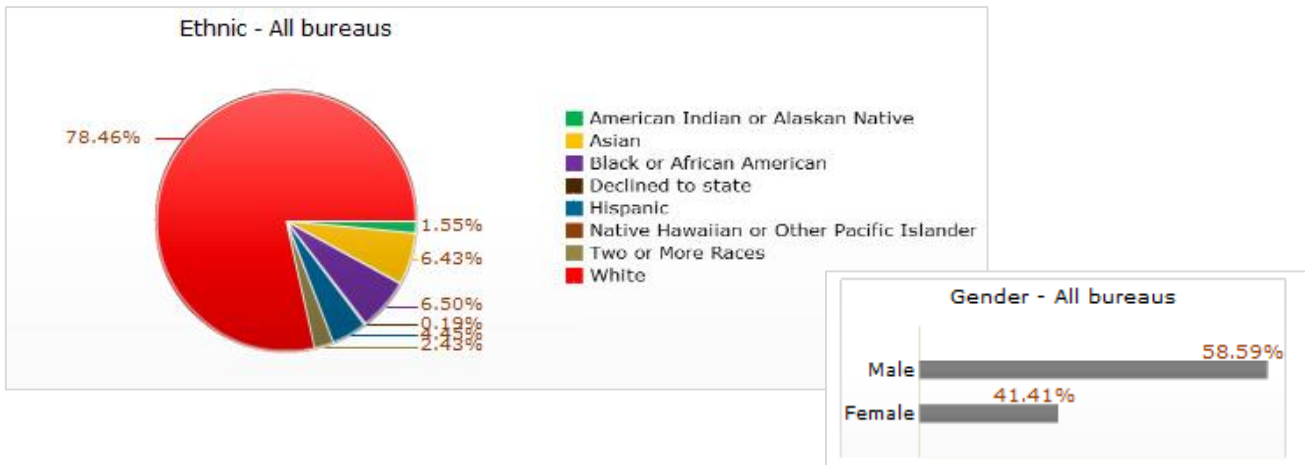
OEHR has selected seven Key Performance Measures (KPMs)—those most useful and selective measures that best reflect the bureau’s core programs and services.

<u>OEHR Key Performance Measures</u>		
<b>City Workforce &amp; Commission Demographics</b>	<b>City Equity Program</b>	<b>Civil Rights Program</b>
% of City workforce that are employees of color	% of City bureaus whose leadership teams have completed Equity 101 Training	% of City bureaus that have translated essential documents into ten safe harbor languages
% of City management that are employees of color	% of City bureaus that have completed their Racial Equity Roadmap Assessment	% of City bureaus that have met their annual Title II transition plan goals/objectives
% of Council-appointed boards and commissions that meet minimum standard for diverse membership		

The KPMs focused on equity training, translation, ADA and the Racial Equity Roadmaps are a reasonable representation of the reach of the bureau’s City Equity Program and Civil Rights Program. These KPMs are drawn from the bureau’s new measures developed this year. Regarding the racial equity roadmap assessment measure, the program is just now completing a two-year development and pilot phase. The

program will officially roll out in April, with the first wave of seven bureaus scheduled to complete their assessments by June 2015, followed by two more waves of participation. The bureau is currently gathering baseline data for the percentage trained and translation measures.

OEHR’s remaining KPMs strongly emphasize demographic outcomes, with three out of seven of its KPMs tracking diversity. Of these, the measure tracking City management demographics seems most relevant, offering a reasonable way to measure the impacts of the Culturally-Specific Mentorship program that the Office plans to develop from \$10,000 in resources realigned in its FY 2014-15 budget. OEHR also has a workforce demographics dashboard that shows diversity metrics across the city and can be filtered for each bureau. The snapshot below is based on the 7909 employees (including all categories, i.e., Regular, Temp, Limited Duration, etc.) working at the City as of December 2014 (see below). However, the KPM on Council-appointed commission demographics, while interesting, seems somewhat tangential to the effects of OEHR’s current programs and services.



*Equity and Opportunity FY 2015-16 Budget Priority*

OEHR, in collaboration with CBO, has defined the parameters and performance metrics for the Equity and Opportunity budget priority in FY 2015-16. As the lead bureau for reporting on this budget priority, OEHR helped outline desired impacts and identified indicators that track the progress of equity-related investments. The bureau chose to focus the priority area specifically on racial equity, expressed with the title “Institutionalize Racial Equity”. OEHR and CBO have identified four priority area KPMs to submit for Council review, leaving a fifth measure open for consideration. The selected measures track City resources contracted with minority-owned businesses, the demographics of high-opportunity neighborhoods, bureau implementation of racial equity roadmaps, and City workforce management demographics.

The bureau has made significant advancements on the challenging task of measuring the advancement of equity in Portland. With some minor adjustments, OEHR’s new performance measures, its Key Performance Measures, and its work to define intended outcomes for the FY 2015-16 Equity & Opportunity budget priority will help Council and the public quantify the value of equity-related investments.

## Decision Package Analysis & Recommendations

### **Black Male Achievement Program Coordinator, OE\_01, \$100,000, 1.00 FTE**

This package transfers \$100,000 of ongoing General Fund discretionary resources from the Mayor's Office to OEHR to create a full-time permanent Black Male Achievement Program Coordinator position. Funding for this program was originally awarded in the FY 2014-15 Adopted Budget to support Portland's efforts surrounding the Black Male Achievement (BMA) initiative. Program administration responsibilities were already transferred to OEHR in January 2015. This is a Citywide realignment, with no net impact on the City General Fund.

CBO recommends the package as requested, and encourages the bureau to identify performance metrics in time for the FY 2015-16 Adopted Budget. This timeline seems reasonable as the task force is already convened, and the bureau expects that a temporary appointment to the position will be made by the end of February 2015.

*CBO Recommendation: \$100,000, 1.00 FTE*

### **Create Part-Time Assistant Program Specialist, OE\_03, \$0, 0.60 FTE**

OEHR is requesting to internally realign \$52,000 in General Fund resources to support a part-time Assistant Program Specialist position. These funds are available following the transfer of the Civil Rights Program to OEHR from the Office of Management and Finance in FY 2014-15 (OMF's overhead costs were higher than OEHR, thus creating the surplus).

The position will provide day-to-day administration and support across OEHR's program activities. Responsibilities include supporting equity training, including meeting coordination, operation of AV equipment, and administration of a database tracking system. OEHR will leverage this position to free up existing program coordinators from these tasks to focus on more strategic and consultative work. Forty percent of the employee's time will be spent on Community Equity and Engagement, which will enable the bureau to offer additional staff support for the Human Rights Commission (HRC) and the Portland Commission on Disability (PCoD). The position will also support OEHR's Civil Rights Program, where additional staff resources may speed up implementation of policies such as the Model Employer Resolution and the ADA Transition Plan. OEHR anticipates that the added resource will lead to additional equity trainings and completion of bureau racial equity roadmap assessments; as well as increase the policy impacts of PCoD and the HRC. CBO recommends this package as requested.

*CBO Recommendation: \$0, 0.60 FTE*

**Transfer New Portlander Program to ONI, OE\_04, (\$113,828), -1.00 FTE**

The New Portlanders Program was transferred to the Office of Neighborhood Involvement effective December 2, 2014. This package finalizes the move by transferring \$113,828 of ongoing General Fund program resources and position authority for one Program Coordinator from OEHR to ONI. This is a Citywide realignment, with no net impact on the City's General Fund.

*CBO Recommendation: (\$113,828), -1.00 FTE*

## 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
<b>Office of Equity &amp; Human Rights</b>											
<i>Realignments</i>											
OE_01 - Black Male Achievement Program Coordinatc	01	1.00	100,000	0	0	100,000	1.00	100,000	0	0	100,000
OE_03 - Create Part-Time Asst Program Specialist	02	0.60	0	0	0	0	0.60	0	0	0	0
OE_04 - Transfer New Portlander Program to ONI	03	(1.00)	(113,828)	0	0	(113,828)	(1.00)	(113,828)	0	0	(113,828)
<i>Total Realignments</i>		<i>0.60</i>	<i>(13,828)</i>	<i>0</i>	<i>0</i>	<i>(13,828)</i>	<i>0.60</i>	<i>(13,828)</i>	<i>0</i>	<i>0</i>	<i>(13,828)</i>
<b>Total Office of Equity &amp; Human Rights</b>		<b>0.60</b>	<b>(13,828)</b>	<b>0</b>	<b>0</b>	<b>(13,828)</b>	<b>0.60</b>	<b>(13,828)</b>	<b>0</b>	<b>0</b>	<b>(13,828)</b>