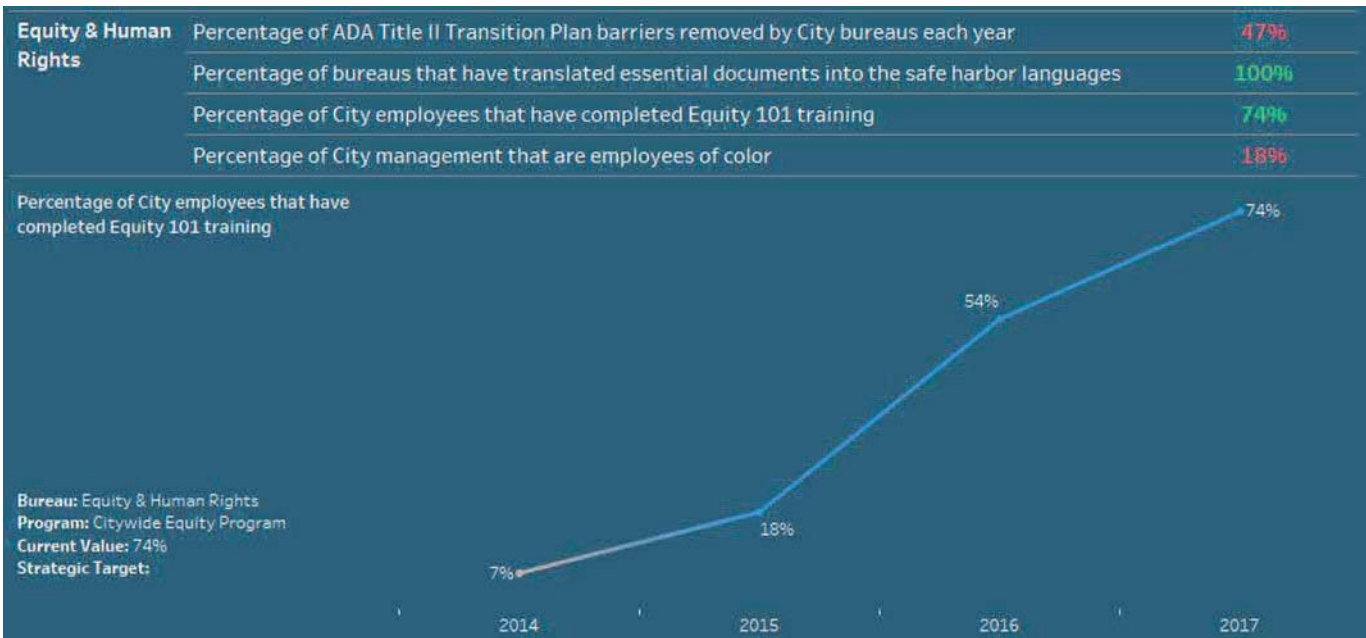# Office of Equity & Human Rights

Analysis by Jane Marie Ford

A landmark achievement of FY 2016-17 was completion of all bureau five-year Racial Equity Roadmaps, a process guided by the Office of Equity & Human Rights (OEHR) to operationalize the Citywide Racial Equity Goals and Strategies. With the first annual progress reports due at the end of the 2017 calendar year, the City is well-positioned to enhance the collection and use of data to assess progress toward institutional targets, as well as identifying where inequity persists. OEHR has prioritized resources in the current fiscal year to support equity data analytics and Citywide technical assistance, consistent with direction expressed during a Council Work Session on Equity in May 2017. Council will likely again be asked to consider outstanding ambiguity regarding OEHR's role and authority in leading this work as part of FY 2018-19 budget development.

Bureau Performance

Equity & Human Rights	Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	47%
	Percentage of bureaus that have translated essential documents into the safe harbor languages	100%
	Percentage of City employees that have completed Equity 101 training	74%
	Percentage of City management that are employees of color	18%

Percentage of City employees that have completed Equity 101 training

Bureau: Equity & Human Rights
Program: Citywide Equity Program
Current Value: 74%
Strategic Target:

7% — 2014
18% — 2015
54% — 2016
74% — 2017

https://www.portlandoregon.gov/cbo/article/655039

OEHR currently tracks several Key Performance Measures (KPMs) that provide a high-level snapshot of Citywide equity efforts, discussed in further detail below. However, CBO and OEHR agree that more robust, disaggregated data is needed to better inform policies and decision-making. OEHR will utilize data from the annual progress reports required as part of Racial Equity Roadmap implementation to analyze institutional barriers, the need for technical assistance, and other recommendations to support Citywide progress toward shared equity goals.

While each bureau developed Roadmap performance indicators specific to their own programs and priorities, CBO recommends that OEHR also identify organizational measures - such as but not limited to current KPMs - to facilitate comprehensive performance analysis across all bureaus. OEHR recently announced rollout of a new portfolio model to support and align equity efforts Citywide, particularly as the number of embedded equity managers and staff continues to grow. The results of this change will help inform completion of the bureau's strategic plan and FY 2018-19 Requested Budget.

Performance Measures

OEHR manages the Civil Rights Program, which collects and reports data on two key performance measures that demonstrated progress over the prior year. Approximately 47% of ADA Title II Transition Plan barriers scheduled for removal in FY 2016-17 were completed. However, this number is incomplete, as it does not include data from the Portland Bureau of Transportation (69 barriers scheduled for removal in FY 2016-17) or Bureau of Environmental Services (five barriers rescheduled for removal). CBO and OEHR are currently exploring technological options for streamlining future reporting. The goals are to encourage real-time data entry, ensure consistent data collection and reporting among bureaus, and expand reporting to better track rescheduled improvements. OEHR also intends to create a data visualization mapping barriers removed and remaining.

As of FY 2017-18, 100% of applicable bureaus and offices[19] have translated at least one essential document or material into at least one of the safe harbor languages. This represents a significant jump over the prior year of 48%. As OEHR notes, this measure does not capture how many essential documents have been translated, into how many languages, and most importantly, whether these efforts are helping target communities access City programs and services. Furthermore, it does not capture real-time communications, like public health and safety notices, or technological tools, such as Text-to-911.

The performance measures highlighted above provide a snapshot of overall progress toward tangible outputs and outcomes, but do not provide insights into how decisions were made and whether the City's processes have led to disparate levels of access and service among protected classes. Moving forward, the Civil Rights Program has expressed an interest in developing a more nuanced set of performance measures that will help to assess how bureaus are collecting data, how that information is being used to make decisions, and the disaggregated impact of those decisions.

Similarly, previous reviews have noted that the KPM tracking the percentage of City management that are employees of color relies on a flawed methodology that uses "timesheet approval authority" as a proxy for managers in the City's SAP system. This is not necessarily a useful gauge of how well communities of color are represented in higher-compensated positions of decision-making authority within the organization. A more robust analysis of employee data shows that age and length of time with the City are the most significant contributing factors to pay and status within the organization. This suggests that many of the employees who are now in managerial roles have been promoted

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[19] Not all bureaus or offices fall under the requirements of Title VI.

through the ranks over time. These employees are also more likely to be older and white, although the gap is closing. Accordingly, in addition to recruitment efforts to increase diversity, the data implies a need to focus on inclusion, retention, and support for employees as they move through the organizational talent pipeline. Individual bureaus have identified action items related to workforce diversity and inclusion as part of their Racial Equity Roadmaps, and will be required to report annually on progress toward these goals. Analysis of hiring, retention, and promotion data may provide further insights on how to move toward a future where City leadership is reflective of the broader Portland community.

Bureau Finances: Budget-to-Actuals and Key Issues

General Fund

	General Fund	Revised Budget	Year-End Actuals	Variance	% of Budget
Resources	Intergovernmental Revenues	$5,000	$0	$5,000	0%
	Interagency Revenue	5,126	5,126	-	100%
	Miscellaneous	-	1,703	(1,703)	N/A
	General Fund Discretionary & Overhead	1,672,530	1,598,468	74,062	96%
	Total Resources	**$1,682,656**	**$1,603,594**	**$79,062**	**95%**
Requirements	Personnel Services	$1,359,311	$1,333,966	$25,345	98%
	External Materials and Services	130,320	79,528	50,792	61%
	Internal Materials and Services	193,025	190,100	2,925	98%
	Total Requirements	**$1,682,656**	**$1,603,594**	**$79,062**	**95%**

OEHR spent 95% of its FY 2016-17 Revised Budget. Most of the bureau's underspending is related to the Equitable Contracting and Purchasing Commission, which was merged with the Fair Contracting Forum in the FY 2017-18 Adopted Budget. There are no other significant deviations from projected spending. However, a three-year review of OEHR's programmatic budget highlights how much the bureau's priorities and responsibilities have continued to shift on an annual basis. OEHR will be completing its new five-year strategic plan prior to FY 2018-19 Budget Development.

The majority of the bureau's funding comes from General Fund discretionary and overhead revenue. However, OEHR's leadership in the field of government equity has led to some external consulting opportunities in the past several years. In FY 2015-16, the OEHR Director assisted the City of Oakland in creating its own Office of Equity. The bureau originally anticipated providing some continued support in FY 2016-17, which did not occur, leading to $5,000 less in intergovernmental revenue.

OEHR also collected $1,703 from providing Equity 101 trainings to non-City agencies, and expects to receive a little over $2,400 for this service in the current fiscal year. In total, the bureau increased its Education and Training budget by approximately 25% in FY 2016-17, providing Equity 101 trainings to 452 more employees than originally anticipated. As a result, three-quarters of City employees have now completed the training, a 20% jump over the prior year. This key performance measure assesses

the City's effort to build organizational equity capacity, as "changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout city government." The bureau is on track to train nearly all City employees by the end of FY 2017-18, which may lead to budgetary and programmatic shifts in FY 2018-19 Budget Development.