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CBO has some concerns around replicating a structure that lacks clear lines of accountability and authority, but absolutely concurs that a transition to a collaborative, system-wide approach to public safety will likely better serve the residents of Portland. It is worth noting that the body of work ascribed to this position is enormous; the coordination of a community engagement strategy to develop a new over-arching public safety strategic plan, the integration of public safety bureau budgets and operations, and development of meaningful performance targets are likely multi-year efforts that will require significant staff time and additional financial resources. CBO notes that progress on sensitive, intractable issues around policing and public safety will likely require sustained community engagement efforts, united political support, and bureau-level support of those efforts; the creation of this position without those required elements is unlikely to advance desired reforms.

## Pay Equity Analysis

- **Oregon Equity Pay Act (House Bill 2005 or the “Act”)** went into effect on January 1, 2019 and allows for only certain bonified factors to explain differences in pay for employees performing comparable work. The Act requires employers to demonstrate a good faith effort to identify wage differentials every three years. In late 2018, the City attempted to determine employees’ “justifiable wage” and made proactive pay increases to employees’ pay. The City’s updated pay equity analysis must be completed by December 31, 2021 to determine whether pay disparities exist that cannot be explained by the bonified factors.
- Concurrent to the first pay equity analysis, the City implemented a **new classification and compensation structure** that reduced the total number of classifications Citywide from around 400 to about 100 and widened both the higher and lower ends of the pay bands for all classifications. BHR also piloted a new **Enterprise-wide Merit System** (now on hold due to COVID-19) to minimize inconsistencies in the personnel evaluation process and the possibility of pay inequities going forward.
- CBO provided analysis last year showing that the **first-year impact of the wider compensation bands was likely \$3.3 million across bureaus**, due to the approximately 600 non-represented employees who were no longer at the top of their compensation range, and therefore newly eligible for merit pay increases. CBO also performed analysis on BHR’s proactive pay equity wage changes (initiated in late December of 2018) that suggested the initial Citywide impact was approximately \$3.7 million<sup>1</sup>.
- To ensure compliance with the Pay Equity law, the bureau is requesting the following resources:
  - \$175,000 in one-time funds to conduct a **pay equity assessment** on the proposed Job Architectural Framework and to create a web-based **pay equity calculator** and **starting pay salary tool** to prevent pay gaps from re-opening for new hires and reclassified employees. CBO notes that depending on the type of technology the bureau selects for the starting pay salary tool, the bureau may require ongoing funding for maintenance and support. \$18,333 in external materials and services funding was also included in

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<sup>1</sup> The impact to General Fund bureaus was approximately \$1.4 million; General Fund bureaus received Current Appropriation Level adjustments in FY 2019-20 budget development for General Fund-backed positions that received pay equity adjustments.



