



**OFFICE of EQUITY
and HUMAN RIGHTS**
CITY OF PORTLAND

Commissioner in Charge:
Carmen Rubio

Bureau Director:
Lisa Watson



Date: August 29, 2022

To: Jessica Kinard
Director, City Budget Office

From: Lisa Watson
Director, Office of Equity and Human Rights

Subject: FY 2022-23 Fall Budget Monitoring Process

The Office of Equity and Human Rights (Office of Equity) is pleased to submit our FY 2022-23 Fall Budget Monitoring Process report. While the City of Portland has made significant progress in institutionalizing equitable policies, programs, practices, and procedures, urgent needs remain and exciting opportunities lie ahead. The City must further deliver on its promise to communities of color, people with disabilities, and LGBTQIA+ communities, and continue to invest in achieving equitable outcomes for systemically excluded and institutionally oppressed Portlanders.

Over the past ten months, the Office of Equity has experienced an unforeseen budget shortfall, high turnover, and bureau director transitions. Some staff members have left for higher-paying positions in other bureaus—one of whom was our Administrative Specialist who handled many of our Human Resources functions. That transition delayed our hiring process, leaving us to hire a temporary hiring analyst to learn necessary HR functions and to initiate and coordinate recruitment efforts. We are on track to start filling our eleven vacancies of a 24-member team, which will not allow us an opportunity to rely on vacancy savings as a reliable funding source in the future.

The Office has an immediate \$71,000 budget shortfall. We were recently informed that the Portland Commission on Community-engaged Policing would no longer be needing our facilitation and administrative guidance after transitioning to the Community Safety Division. While we now face that significant budget reduction, we still have the senior policy analyst on our team to be compensated.

With a new director, Commissioner-in-charge, and new staff joining the team, the Office needs a robust planning and vision-setting process. We are excited about the enhanced service levels we will be able to provide when working with a shared vision and clear priorities. The process will enhance our ability to improve performance measures and better guide the City in embodying its Core Values of Anti-racism and Equity.

Fulfilling our budget needs will allow the Office of Equity and Human Rights to further provide guidance to City leaders and staff that will have a profound effect on removing systemic barriers for Black and Indigenous people, people of color, immigrants and refugees, people with disabilities, and LGBTQIA+ communities.

If you have any questions regarding the Office of Equity's Fall BMP submittal, please contact me at lisa.watson@portlandoregon.gov

Respectfully submitted,

Lisa Watson

In compliance with Civil Rights laws, it is the policy of the City of Portland that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, national origin, or disability. To request accommodations, translation and/or interpretation, to file complaints, or for additional information or services, please contact us at 503-823-4433, City TTY 503-823-6868, or Oregon Relay Service: 711.

OE - Office of Equity & Human Rights

DP Type

Technical Adjustments & True-ups

Request Name: 14347 -Technical Adjustments

Package Description

The Office of Equity has required financial support from other bureaus. In the past, this support has come from the Housing Bureau but, due to staff transitions in mid-FY 2021-22, Housing was no longer able to provide that support. At the end of last year, the money was kept in an interagency agreement with Housing until a solution for financial support was identified. The Bureau of Environmental Services agreed to provide support during the Fall BMP process while the newly approved Business Operations FTE is going through the hiring process. This is a net-zero transfer of funds from Housing to Environmental Services.

Service Impacts

This package does not impact services provided by the Office of Equity.

Equity Impacts

This package has no equity impacts.

2022-23 FALL Requested Adj		
Expense	Internal Materials and Services	0
Expense	Sum:	\$0

OE - Office of Equity & Human Rights

DP Type

Encumbrance Carryover (Fund 100 ONLY)

Request Name: 14374 -Non-PO Encumbrance Carryover

Package Description

The Office of Equity provides technical assistance in the development of City bureaus' Racial Equity Plans. In FY 2018-19, the Office of Equity hired an external consultant to help train a cohort of City management and leadership in a framework called Results-Based Accountability™ (RBA). RBA is a data-driven, performance-focused, community-centered tool that begins with the desired population-level outcome and works backward toward addressing root causes. The consultant, Equity & Results LLC, brings a racial equity-centered approach to the RBA process.

Before the end of FY 2021-22, the Office of Equity requested an invoice from Equity & Results, LLC for \$9,300, which was budgeted for that year. The consultants sent the invoice after the new fiscal year began. This contract was initially issued in 2018, and since then, it has been amended numerous times to adjust audience training needs and to accommodate for leadership and project manager transitions.

Additionally, Equity & Results, LLC is supporting individual City bureaus under an on-call contract, so delivering anti-racist training for the City of Portland has kept the consultants busy.

The Office of Equity and Human Rights is requesting a carryover of \$9,300 to cover the unbudgeted amount for the current Fiscal Year. The Office of Equity does not have a PO for this request due to the lack of business operations support.

Service Impacts

The Office of Equity and Human Rights has undergone leadership and staff transitions over the past year and is facing an unexpected substantial budget decrease this year. Additionally, the Office of Equity has made reclassification and compensation adjustments to maintain a level of pay equity with equity practitioners in other City bureaus, without a budget increase. In the past, we have relied on vacancy savings to cover additional costs, but as we are aggressively pursuing recruitment for our open positions, vacancy savings will not be a reliable source of funding moving forward. As a result of these budget challenges, the Office of Equity needs funding to ensure we can continue to offer the same or higher levels of service to the City.

Equity Impacts

The Office of Equity and Human Rights provides City-wide equity guidance, education, and technical support using an intersectional approach to address barriers to communities of color, disability communities, and LGBTQIA+ communities. It is critical that the budget for the Office be stabilized in order to maintain our levels of service.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	\$9,300
Expense	Sum:	\$9,300

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	\$9,300
Revenue	Sum:	\$9,300

OE - Office of Equity & Human Rights

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14375 -Vision Alignment and Priority-Setting Process

Package Description

The Office of Equity and Human Rights has a new leadership team (Director and Deputy Director), a new City Commissioner-in-charge, and will be filling multiple position vacancies in coming months. To be more successful and effective in setting the City's equity policies and guiding leaders and bureaus in their work, the Office of Equity must set clear priorities and have an aligned vision.

The Office of Equity and Human Rights is requesting \$20,000 in one-time funding to cover the cost of facilitation and materials.

Service Impacts

The Office of Equity and Human Rights sets the City's equity policies and guides City staff and leadership to practice and embody the City's Core Values of Equity and Anti-racism. With recent significant leadership transition and staff turnover, the Office is moving from triage mode to more robust planning and vision-setting. Working remotely has hampered team building and this process will help grow cohesion, understanding, and productivity within the Office. Working with a shared vision and clear priorities will enhance the Office of Equity's ability to improve its performance measures, gain more momentum and better guide the City in its equity work.

Equity Impacts

The Office of Equity and Human Rights provides City-wide equity guidance, education, and technical support using an intersectional approach to address barriers to communities of color, disability communities, and LGBTQIA+ communities. Working with a shared vision and clear priorities will enhance the Office of Equity's ability to gain more momentum and better guide the City in its equity work.

2022-23 FALL Requested Adj		
Expense	External Materials and Services	20,000
Expense	Sum:	\$20,000

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	20,000
Revenue	Sum:	\$20,000

OE - Office of Equity & Human Rights

DP Type

**Urgent/Unforeseen GF
Contingency Request**

Request Name: 14376 -Budget Adjustment for Program Transition

Package Description

Since 2018, the Office of Equity and Human Rights has served as administrative and equity lead for the Portland Commission on Community-engaged Policing (PCCEP), overseeing 2.8 FTE. In May, 2022, PCCEP transitioned to the City's Community Safety Division. At that time, there was an understanding that PCCEP might still rely on the Office of Equity for facilitation and equity guidance from our Senior Policy Advisor in a limited scope. In August, 2022, the Office of Equity was notified that the Community Safety Division would not be using our equity support or consulting and will be moving \$71,310 (from an Interagency Agreement) from our budget to theirs in the Fall BMP.

The Office of Equity and Human Rights is requesting \$60,000 in one-time funding to allow for the Office of Equity to better plan for the unforeseen substantial decrease in budget. The Office has already identified \$10,000 in ongoing decreases to offset the lost interagency revenue.

Service Impacts

The implementation of Oregon's Pay Equity law and recent position reclassifications have resulted in a strain on the Office of Equity's budget. With the unforeseen decrease from end of the Interagency Agreement, the Office of Equity needs funding to ensure we can continue to support current levels of service to the City. In the past, we have relied on vacancy savings to cover additional costs, but as we are aggressively pursuing recruitment for our open positions, vacancy savings will not be a reliable source of funding moving forward.

Equity Impacts

The Office of Equity and Human Rights provides City-wide equity guidance, education, and technical support using an intersectional approach to address barriers to communities of color, disability communities, and LGBTQIA+ communities.

2022-23 FALL Requested Adj		
Expense	Internal Materials and Services	-11,001
Expense	Sum:	(\$11,001)

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	60,309
	Interagency Revenue	-71,310
Revenue	Sum:	(\$11,001)

OE - Office of Equity & Human Rights DP Type Technical Adjustments & True-ups

Request Name: 14404 -Transfer of FTE from the Office of Equity to Portland Police Bureau (PPB)

Package Description

The Equity Data Analyst position is currently housed in the Office of Equity and could serve PPB and community more effectively and efficiently if transferred to Portland Police Bureau. The analyst works with Portland Police Bureau's Equity and Inclusion Office and Strategic Services Division to support the work that Portland Police's Equity and Inclusion Office is undertaking regarding the Racial Equity plan implementation and to increase the use of Equitable Data Practices at Portland Police.

Service Impacts

Since the analyst is charged with working closely with PPB staff on equity reports; development and management of an equity data team; and working on PPB hiring practices, increasing transparency, and accountability, the position should be a part of the PPB Equity and Inclusion Office.

Equity Impacts

The position transfer would reduce bureaucratic barriers and allow the analyst to work directly with staff they support, subsequently leading to PPB policies and procedures that would better serve systemically excluded and institutionally oppressed Portlanders.

2022-23 FALL Requested Adj		
Revenue	General Fund Discretionary	-136,043
Revenue	Sum:	(\$136,043)

Position Detail						
Job Class - Name	FTE	Salary	Supplemental	Statutory	Benefit	Total
30003007 - Analyst II	-1.00	-89,055	0	-6,812	-40,176	-136,043
Total	-1.00	-89,055	0		-40,176	-136,043

Prior Year Fund Reconciliation Report

Office of Equity & Human Rights

100 - General Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	2,645,495	2,459,919	92.99%
External Materials and Services	416,416	247,951	59.54%
Internal Materials and Services	281,457	276,821	98.35%
Fund Transfers - Expense	9,500	7,500	78.95%
TOTAL EXPENDITURES	3,352,868	2,992,192	89.24%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Charges for Services	5,000	0	0%
Intergovernmental	0	0	
General Fund Discretionary	1,721,106	0	0%
Interagency Revenue	105,915	63,806	60.24%
General Fund Overhead	1,520,847	0	0%
TOTAL REVENUES	3,352,868	63,806	1.90%

Expenditure Discussion

The cause of underexpenditures in personnel is related to organizational transition. Though not above the 10% threshold, the organizational transition is a key reason for underspending in other areas. For external materials and services, \$39,000 of the underspend is related to organizational transition in the Black Male Achievement program, which did not spend money last year. Nearly all of the remaining underexpenditures are related to education and training budget that was not used due primarily to staff capacity and partially to decreased costs for remote trainings. The Fall BMP includes a carryover of \$9,300 of underspending from FY 2021-22. The fund transfer was for financial services performed by the Bureau of Environmental Services. The budget was calculated based on hours of work which were not required.

Revenue Discussion

Charges for service were not collected in FY 2021-22. The budget is intended to represent sessions charged by the Office of Equity for external training opportunities of community organizations. The Office of Equity intends to provide these services in the future, and is examining a long-term strategy on providing training for community organizations. Interagency revenues were lower than expected. Most of this variance (\$30,000) is related to an interagency agreement for the Office of the Mayor to cover former Director Webster's role as a special advisor to the Mayor. This interagency was not complete. The Office of Equity has an interagency with the Water Bureau that was 80% spent and is budgeted to continue in FY 2022-23. Finally, the Office of Equity's interagency with the Office of Management and Finance was 84% utilized as services related to PCCEP (Portland Commission on Community Engaged Policing) were transferred to the Police Department in May.

Other Notes

Prior Year Fund Reconciliation Report

Office of Equity & Human Rights

Under-expenditures occurred broadly because of a lack of sufficient business operations capacity and high level organizational transition.

Since its inception, the Office of Equity has been in vital need of a dedicated Business Operations staff member to not only assist the bureau with our annual budget process, but to guide the director and staff strategically throughout the year and provide assistance with procurement functions. Due to the critical need for this support, the Office has reclassified its Communications Manager position to a Financial Analyst II. This analyst will help ensure limited funding is being used to facilitate the best possible outcomes for communities of color and other systemically excluded Portlanders. The position would also provide human resources support to staff to assist with processes including hiring. It is in the process of being hired.

Lisa Watson was named the Office of Equity's Director in late FY 2021-22 and many other positions are in the hiring process.

The Office of Equity reduced the budget in the Spring BMP by approximately \$320,000 for additional spending in FY 2022-23. The carryover of budget capacity to FY 2022-23 is made in part due to a greater ability to spend budget this year as the organization faces fewer transitions and the Business Operations employee is hired.

Prior Year Fund Reconciliation Report

Office of Equity & Human Rights

217 - Grants Fund

EXPENDITURES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Personnel	119,721	0	0%
External Materials and Services	15,000	0	0%
TOTAL EXPENDITURES	134,721	0	0.00%

REVENUES	2021-22 Revised Budget	2021-22 Actuals	Percent of Actuals to Revised
Intergovernmental	134,721	0	0%
TOTAL REVENUES	134,721	0	0.00%

Expenditure Discussion

No expenditures were recorded in Fund 217 as the FTE hired for this position billed to the General Fund. They billed for approximately \$75,000 and then moved to a different position within the City.

Revenue Discussion

No revenues were collected because no expenditures were recorded.

Other Notes

As noted in the Fund 100 discussion, lack of business operations capacity contributed to the lack of expenditures in this fund. The intent of the Office of Equity this year is to fully utilize the grant-related resources available.

FY 2022-23 Budget Note Update

Office of Equity and Human Rights

Date of Budget Note: July 1, 2022, in the FY 2022-23 Adopted Budget

Budget Note Title: Citywide Anti-white Supremacy Training

Budget Note Language: In October 2020 City Council participated in anti-white supremacy training with the Western States Center and committed to bringing anti-white supremacy training to all employees at the City of Portland. The Office of Equity and Human Rights has begun incorporating anti-white supremacy concepts into its Equity 101 trainings, as well as through the Racial Equity Results Based Accountability Framework as initial first steps, but we need to do more. The Office of Equity and Human Rights is directed to partner with the Office of Commissioner Hardesty on a Request for Proposals for citywide anti-white supremacy training and come to Council in the Fall BMP with an update and request for resources.

Summary Status: Underway

Budget Note Update: September 7th, 2022

The Equity Training and Education Manager partnered with Western States Center to offer three virtual cohort sessions to elected officials and senior staff on countering the rise of white nationalism, anti-democracy movements, and political violence. This cohort was a collective and local cross-jurisdiction effort to stop hate and violence. Twenty-one City of Portland employees registered for this cohort.

The Equity Training and Education Manager met with Amy Herzfeld-Copple and Lindsay Schubiner to discuss the development of the White Nationalism and White Supremacy training. They are working on providing her with a proposal and timeframe to start the project. They mentioned that this is a busy year for them, as they are going through a leadership transition.

Date of Budget Note: July 1, 2022, in the FY 2022-23 Adopted Budget

Budget Note Title: Equitable Recruitment, Retention, and Promotion of African American and Black Employees

Budget Note Language: In October 2020 the City African American Network (CAAN) released the results and recommendations of a survey they conducted, which showed many personal accounts of discrimination, job security fears, and a consistent want for more black leadership. In March 2021 CAAN followed this up with a report on City of Portland Black Workforce Data, daylighting the disparities in both hiring and retention of African American and Black employees, and highlighting the successes of investing in Black advancement in the Diverse Empowered Employees of Portland hosted Leadership Development Program. This budget note directs the scheduling of a work session to make space for CAAN to present the findings of their reports and discuss with Council a partnership with the Bureau of Human Resources on the implementation of their recommendations from their March 2021 report. The Bureau of Human Resources, with the City's core values as the foundation and in shared accountability with City Bureaus and representatives from CAAN, shall then co-create a proposal for a program promoting equitable recruitment, retention, and promotion of African American/Black employees across the City of Portland through robust changes in current hiring practices, mentorship programs,

affinity spaces, and mental health support. The proposal shall also address pay equity of African American/Black employees in support of Oregon's Equal Pay Act and be informed through collaboration with CAAN to create safe, equitable space for employees. The BHR Director and representatives from CAAN shall present this proposal and the additional resources required to implement changes to City Council in a work session no later than September 30, 2021.

Summary Status: Underway

Budget Note Update: September 7th, 2022

The goal and associated tasks identified in the Budget Note are currently underway. Although the work sessions did happen by the Budget Note deadline, the reports were presented separately and without collaboration between City African American Network Leadership (CAAN) and the BHR Director. CAAN did meet with BHR staff, including the Director, in FY 2021-2022, on multiple occasions. No meetings have occurred in FY 2022-23, and there has yet to be any conversations nor collaborative work regarding a shared proposal and request for additional resources. This delay is the result of lack of clarity on which group is to take the lead on this collaboration, and the increased workload that occurs during the start of the new fiscal year. Additionally, BHR's focus seems to be on the implementation of new employee policies, including changes to the City's vaccine and mask mandates, return to work decisions, and employee review processes.

In July 2022, CAAN brought on a temporary CSA to consolidate the work started, conduct additional interviews of Black staff, and in collaboration with CAAN, develop proposal areas that can be identified to facilitate actionable changes in the City's hiring and retention practices. This effort was completed in August 2022 and includes 12 areas and ways the City can focus on to enact change in order to improve its recruitment, retention, and promotion of Black staff; thus building on the City's core value of Equality and Equity.

CAAN is currently reviewing the CSA's final report. After review, CAAN will reach out to BHR by October 31, 2022, to schedule meetings to discuss and create a joint proposal that includes actionable items to address Equity challenges and the needed resources to initiate them.

Additionally, CAAN intends to create an updated Workforce Data Report to have an updated baseline of the current condition and identify changes in the data that may have occurred since the last report.

Bureau Performance Narrative

The City’s Fiscal Year 2021-22 presented the Office of Equity and Human Rights with myriad challenges as well as opportunities for strategic change. The Office of Equity not only survived high staff turnover and the departure of its Director and Deputy Director in late 2021, we continued to provide a consistent high level of service to the City in most cases. Dealing with remote learning and other challenges from a new-normal work landscape and transition, the Equity Training and Education program outperformed its target of training 600 employees with over 1000 participants. With many vacancies and capacity limitations, the number of ADA Title II, Civil Rights Title VI, equity, and Language Access consultations far exceeded their targets for the year.

With a new director, deputy director, and Commissioner-in-charge, the Office is addressing challenges including capacity. We are aggressively tackling staffing vacancies—eleven out of 24 positions—and are planning a vision and priority-setting process to enhance our ability to improve performance measures and better guide the City in embodying its Core Values of Anti-racism and Equity.

Key Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
OE_0028 Percentage of City management that are employees of color	OUTCOME	23%	22%	25%	26%	0	30%	
OE_0034 Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	OUTCOME	N/A	N/A	90%	0	N/A	N/A	In Fiscal Year 2021 to 2022 we finalized the transition plan database. We held and posted online a training on using the database for all the bureaus. Due to various issues and the pandemic we have given the bureaus until November 2022 to update their barriers. In the future we will incorporate the 311 requests for accommodations and complaints as part of the performance reviews.
OE_0040 # of Equity 101 training sessions offered annually	WORKLOAD	30	20	50	39	40	60	

Office of Equity & Human Rights

Prior Year Performance Reporting

Run Date: 8/31/22

Run Time: 7:09:05 PM

Other Performance Measures	Measure Type Name	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Target	FY 2021-22 Actuals	FY 2022-23 Target	Strategic Target	Details
OE_0012	Number of City employees who received equity trainings annually	613	397	600	1,049	500	5,682	
OE_0019	Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	N/A	N/A	N/A	N/A	N/A	N/A	
OE_0021	Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	3	N/A	N/A	N/A	N/A	N/A	
OE_0023	Number of bureau consultations regarding Title II / Title VI	176	86	150	378	225	250	
OE_0025	Number of requests by City bureaus or elected officials for equity consultation or technical assistance	160	70	160	500	150	200	
OE_0027	Percentage of City workforce that are employees of color	27%	24%	27%	25%	0	30%	
OE_0037	Number of participants who engaged in BMA sponsored/hosted activities or programs	1,800	N/A	3,000	0	100	500	
OE_0039	Number of bureau consultations regarding the Language Access Program	47	55	50	158	120	120	