



CITY OF
PORTLAND, OREGON

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February 4, 2013

To: Mayor Charlie Hales
Commissioner Nick Fish
Commissioner Steve Novick
Commissioner Dan Saltzman

From: Commissioner Amanda Fritz and Director Dante J. James

Subject: FY 2013-14 Office of Equity and Human Rights Requested Budget

As required, we submit the Requested Budget for the Office of Equity and Human Rights (OEHR) showing 90% of the adjusted current allocation level.

The OEHR is continuing to make progress towards full capacity, by implementing its strategic work plan, improving transparency and accountability in City processes, beginning a city-wide equity initiative, and advancing its core mission by working with bureaus despite declining resources.

In following the modified zero-based budgeting approach, this budget includes cuts across all program areas. The Office of Equity and Human Rights was created in FY 2011-12. All programs have been recently and intentionally designed to further the core mission of improving equity within the City of Portland, so it is not possible or desirable to rank some aspects of the work higher than others. Funding reduced by 10% from the level authorized by Council creating the Office in September 2011 will result in lesser opportunities to provide guidance and tools to bureaus toward the implementation of the City's equity strategies. It will also require reduction in services to Portlanders who are refugees and immigrants, and to people with disabilities as.

OEHR is requesting \$84,286 in restored funding, to reset funding to the level allocated by Council at its creation. As with the cuts in our core budget, all items on the list are important. On the advice of the Bureau Advisory Committee acting in its capacity as the Budget Advisory Committee, allocation amounts on this list are adjusted to provide increased funding for translation and interpretation services for those persons with a disability or those for whom English is not their first language. In order to ensure that City services and opportunities are delivered and promoted equitably, additional resources are necessary in this area which has been historically underfunded or not provided at all. This request also responds to Council's direction for OEHR to focus on both race and disability as initial priorities.

Despite the ongoing challenges, we look forward to the new fiscal year with high expectations. Already in FY 12-13, we have offered technical assistance to nine bureaus, including significant work with the Bureau of Planning and Sustainability on Portland's Comprehensive Plan. We have provided equity training to hundreds of staff through targeted bureau training and through Human Resources,

including significant work with the Portland Police Bureau. Bureau directors and managers increasingly request OEHR staff to provide technical assistance, education and training.

We look forward to discussing the budget with you in the coming months. Office of Equity and Human Rights staff are available to assist the Council and the City Budget Office in analyzing budget options to identify equity issues that may not be immediately apparent. We are grateful for the Council's steadfast support for realizing equity within our City government and the jobs, contracts and services it provides.



OFFICE OF EQUITY AND HUMAN RIGHTS **Bureau Advisory Committee**

Date: February 4, 2013

To: Mayor Charlie Hales Adams
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

Re: OEHR FY 2013-2014 Requested Budget

The Bureau Advisory Committee (BAC) for the Office of Equity and Human Rights (OEHR) welcomes the opportunity to comment on OEHR's FY 2013-2014 requested budget.

Our newly formed Bureau Advisory Committee consists of a Human Rights Commissioner, a Commissioner on Disability Commissioner, a New Portlanders Policy Council member, two Multnomah County Youth Commissioners, 15 community members, and three City of Portland staff. For a full list of BAC member names and affiliations, refer to *Appendix A*.

We believe in OEHR's vision of a more equitable City of Portland and we support its mission of providing education and technical support to City staff and elected officials, to recognize and remove systemic barriers to fair distribution of resources, access and opportunity, starting with issues of race and disability.

We also acknowledge the value OEHR has added to the City's core services in its first year – including forming the Citywide Equity Committee, providing racial and disability equity expertise to several city bureaus, and training city staff on equity.

We met on January 24th and January 31st to review and discuss OEHR's FY 2013-2014 requested budget. OEHR and staff from the City Budget Office presented an overview of the budget process, the budget, and its program areas. After a broad discussion, consensus was reached to fully support OEHR's base budget proposal. The BAC urges City Council to fund the add-back proposal so that OEHR can continue to further the City's equity goals and objectives.

Thank you for your ongoing support of the Office of Equity and Human Rights.

Sincerely,

OEHR Bureau Advisory Committee

APPENDIX A

Bureau Advisory Committee Membership

Member

1-6 are set aside seats

1. Allan Lazo
2. Michael Szporluk
3. Kayse Jama
4. Jeri Williams
5. Karyn Hanson
6. Janis McDonald

Organization

- Human Rights Commission (HRC)
- Portland Commission on Disability (PCoD)
- New Portlanders Policy Council
- City of Portland
- City of Portland
- Diverse and Empowered Employees of Portland (DEEP)

7-23 are at large seats

7. Andrea Valderrama
8. Dana Ingram
9. Diana Nunez
10. Faisal Mutua
11. Gregory Sotir
12. Jane Yang
13. Jerome Funchess
14. Julia Meier
15. Kate Lore
16. Lisa Reed Guarnero
17. Maria Rubio
18. Midge Purcell
19. Rachel Gilmer
20. Steve Brown
21. Thuy Tran
22. Erika Molina
23. Kassamira Carter-Howard

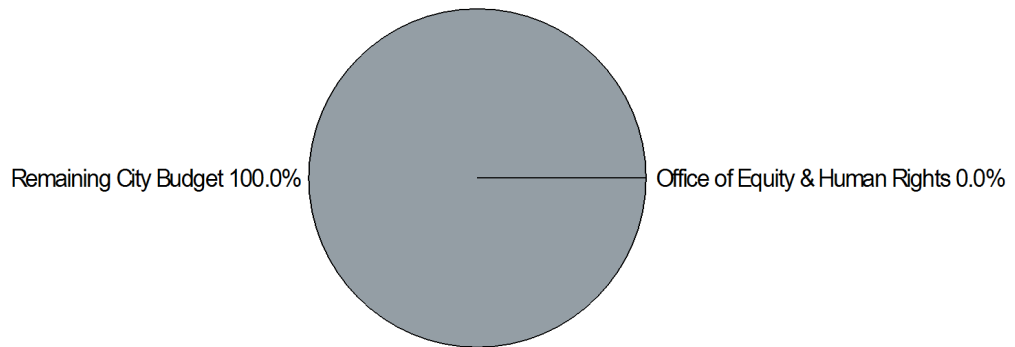
Office of Equity & Human Rights

Community Development Service Area

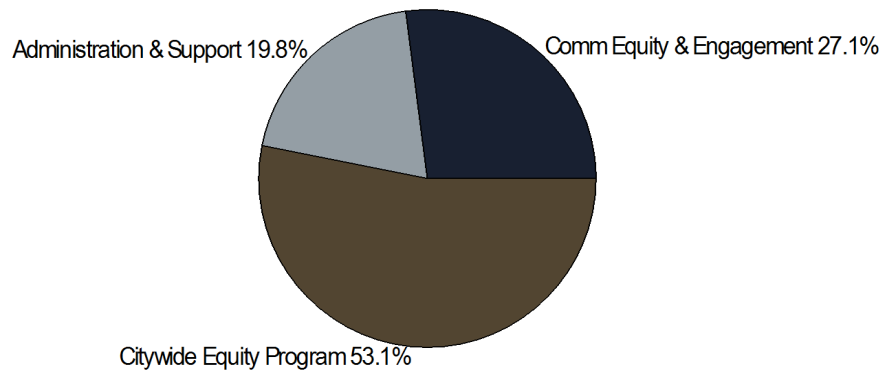
Amanda Fritz, Commissioner-in-Charge

Dante James, Director

Percent of City Budget



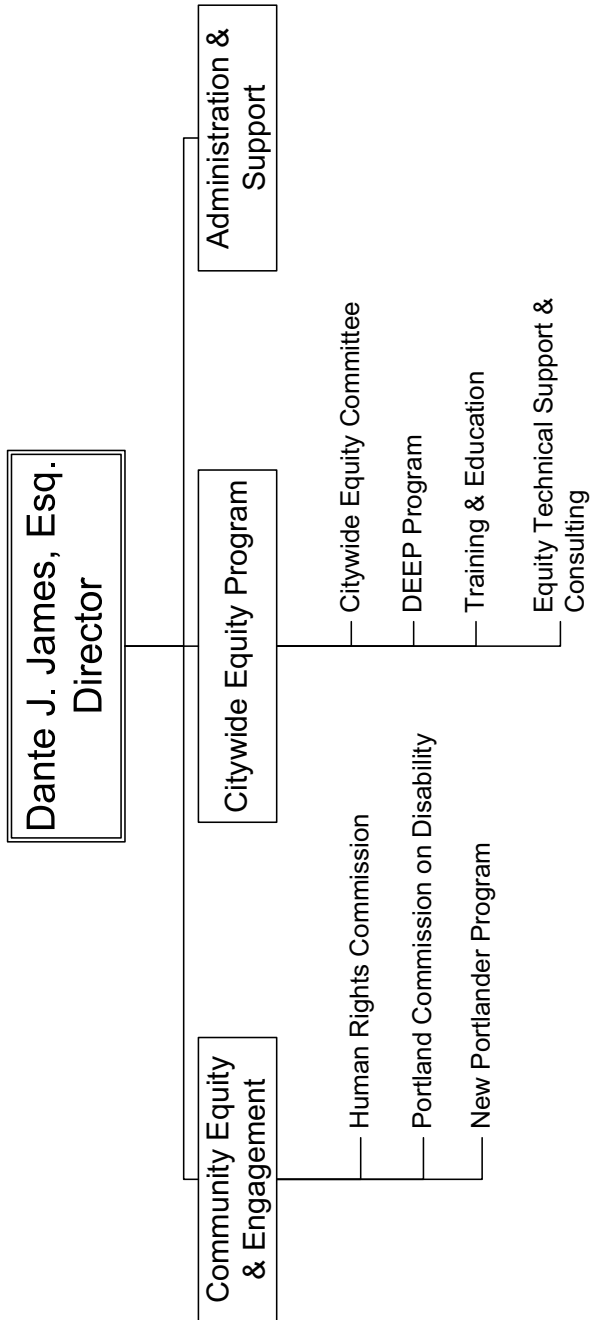
Bureau Programs



Bureau Overview

| Expenditures | Revised FY 2012-13 | Requested FY 2013-14 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-------------------------|---------------------------|-------------------|
| Operating | 1,245,607 | 1,373,429 | 127,822 | 10.26 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,245,607 | 1,373,429 | 127,822 | 10.26 |
| Authorized Positions | 9.00 | 9.00 | (0.00) | (0.00) |

Office of Equity and Human Rights



Bureau Summary

Bureau Mission

The mission of the Office of Equity and Human Rights (OEHR) is to provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity, starting with issues of race and disability.

Bureau Overview

The Office of Equity and Human Rights was created in September 2011 by the City Council and is one of the City's newest bureau. OEHR provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City.

Organizationally, OEHR consists of three program areas -- the Citywide Equity Program, the Community Equity and Engagement Program, and Administration. The office is also responsible for administration and staffing of the Human Rights Commission (HRC) the Portland Commission on Disability (PCoD) and the Diverse and Empowered Employees of Portland (DEEP).

The work of providing OEHR services is carried out by nine employees and is guided by its 2012-2013 Strategic Work Plan, which was developed with broad and inclusive input from community members and employees. The plan communicates the organizations mission and vision, as well as the goals and strategies to be achieved.

Strategic Direction

OEHR's 2012-2013 One-Year Strategic Work Plan was designed as a guiding document for the newly created bureau. There is a one-year focus to ensure creating a firm foundation for the office and its work within the City. It follows the framework of the Portland Plan and long-term and short-term goals are identified. Input for the plan was gathered through a strategic planning process and involvement of the original community committee that helped in the creation and structure of the office.

There are five long-term goals with one-year objectives set out by quarters within the fiscal year. Each has goals and timetables to be reached in the first year. The plan describes its work both internally and externally and provides the framework for employees to achieve the goals identified within each program or subject area. These long term goals are as follows:

1. Create a Citywide Equity Initiative
2. Collect and review City data that reflects on and informs equity work
3. Create an equity strategy for City bureaus and staff
4. Create a Citywide community advisory system to assist OEHR in achieving its mission
5. Create equity partnerships and collaborations
6. Establish an OEHR branding and messaging strategy

Summary of Budget Decisions

Following City Council guidance, OEHR has developed a base budget that represents 90% of its ongoing Current Appropriation Level (CAL) target and is submitting add-back requests to restore key services.

90% Base Budget

OEHR's base budget is supported by \$1,286,512 in General Fund resources, which can be further broken down into \$782,250 of ongoing General Fund Discretionary and \$504,262 of General Fund Overhead funding. This budget maintains funding for each of the bureau's programs and OEHR's nine Council-authorized positions. However, OEHR's base budget provides 48% (\$80,016) less funding for external materials & services as compared to the FY 2012/13 Revised Budget. This lessens OEHR's ability to provide guidance and tools to bureaus toward the implementation of the City's equity strategies. It will also reduce the extent of services OEHR can provide to Portlanders who are refugees and immigrants, and to people with disabilities.

Add-Back Packages

In line with City Council guidance, OEHR is requesting Council funding for three add-back packages.

Citywide Equity Training & Education

OEHR maintains that Equity Training & Education is a core service because the City must provide its services and opportunities with a commitment to closing disparities that exist in communities' access to and benefits derived from those services and opportunities. This add-back package requests funding for two things. First is \$23,268 to fund additional education and training for city bureaus and staff to develop greater understanding and ability to implement equity within City policies, programs and practices. The second is \$31,000 for translation and interpretation services to improve community (e.g., hearing-impaired, non-English speakers) access to City programs and processes.

Strategic Planning and Consulting

Community engagement is a core service in the City. This add-back package will provide funding for two things. First, it will enhance OEHR's and the Human Rights Commission's work with the Portland Police Bureau regarding implementation of a community policing model by providing \$10,000 to fund additional training from national experts on community engagement. Second, it will provide \$20,000 to fund strategic planning facilitation services to both the Portland Commission on Disability and the New Portlander Advisory Council in order to assist those bodies in focusing their work more strategically. Both these efforts are particularly crucial at this time, given the City's settlement agreement with the Department of Justice and its focus on interactions with persons with mental health disabilities.

OMF Interagency Add-Backs

Per City Budget Office (CBO) direction and Office of Management & Finance (OMF) request, OEHR is required to submit this \$2,649 add-back request. Office of Management and Finance (OMF) interagency providers have prepared add-back packages to restore funding up to 100% Current Service Level (CSL). These add-back packages are to restore services that were either cut to get to 90% CSL, or to add-back different packages as realignments.

Administration & Operations

Description This program provides strategic support and direction for the OEHR staff; executive level assistance to the Director; support to the Senior Policy Team members and program area staff; and administration of general bureau business operations.

Goals The Administration Program supports the citywide goal of effective and efficient management and governance of City resources, including talent management, budget and non-financial resources.

Performance Goals Since the organization of OEHR’s services into a program structure is new this year, OEHR will be using this year as a baseline for establishing our performance goals.

Changes to Services and Activities Since OEHR is now fully staffed, the bureau does not anticipate any changes to services or activities in this program area.

Historical Budget Data The FY 2012-13 budget for OEHR was budgeted entirely in the Administration & Operations program area. This was due to the fact that the bureau had been created by City Council during that budget process and the program structure had yet to be defined. Starting with the FY 2013-14, the OEHR program structure has been established and the budget allocated accordingly.

| FTE & Financials | Actual FY 2010-11 | Actual FY 2011-12 | Revised FY 2012-13 | Requested No DP FY 2013-14 | Requested FY 2013-14 |
|---------------------------|----------------------|----------------------|-----------------------|----------------------------------|-------------------------|
| FTE | 0.00 | 1.00 | 1.70 | 1.15 | 1.15 |
| Expenditures | | | | | |
| Administration | 0 | 414,442 | 171,100 | 0 | 0 |
| Administration & Support | 0 | 0 | 0 | 266,496 | 272,145 |
| Operations | 0 | 0 | 1,074,507 | 0 | 0 |
| Total Expenditures | 0 | 414,442 | 1,245,607 | 266,496 | 272,145 |

Citywide Equity Program

Description

The Citywide Equity Program describes OEHR's internally focused efforts to assist City bureaus and staff to better understand equity and disparities in order to create their bureau strategic equity plans. It encompasses the following service areas:

- ◆ **Equity Education and Training** - This program builds skills and capacities by designing and delivering training sessions that allow City staff to understand equity concepts and implementation methodologies. Participants develop skills to recognize institutional and systemic barriers to just distribution of resources and opportunities and best practice skills in different specific functions within the City. The training sessions currently focus on racial and disability equity. Participants develop strategies to remove barriers in policies, programs, and practices, focusing on improved outcomes for all. The training sessions are structured, interactive, and include practical exercises, presentations, skills practice, large and small group discussions, and currently vary in length from one hour to four hours.
- ◆ **Citywide Equity Committee** - This program is new to the OEHR and is supported by a citywide committee created by City Council resolution in September, 2012. It is designed to integrate equity throughout each of the bureaus and shift internal City culture by promoting the recognition and removal of racially inequitable policies and practices. Each bureau is required to have at least one staff person on the committee, and submit a Bureau Strategic Equity Plan to describe and define goals and objectives in improving equity outcomes within individual bureaus. The CEC maintains a liaison function with the bureaus and will monitor, assist, assess and report on bureau progress in meeting goals.
- ◆ **Equity Technical Support and Consulting** - This program provides consulting and technical assistance to bureaus in the areas of policy development and review, data collection and assessment, and program assistance to bureaus in support of their equity initiatives.
- ◆ **Diverse Empowered Employees of Portland (DEEP)** - Diverse and Empowered Employees of Portland (DEEP) is a networking resource and support mechanism developed by City employees for City employees. The mission of DEEP is to assist the City of Portland in creating and enhancing a work environment that is inclusive and supportive of the City's diverse workforce. DEEP is committed to working to support the City of Portland's interest in attracting, developing, and sustaining a diverse workforce committed to quality public service. DEEP works independently under the umbrella of the OEHR.

Goals

As a new office, OEHR had no prior goals which related to the current work of the office. Current goals include:

Equity Education and Training Program:

- ◆ Develop and deliver training curriculum on institutionalized racism and required accommodations for individuals with disabilities.

Citywide Equity Committee:

- ◆ Develop committee governance structure, strategic goals
- ◆ Build capacity of CEC members through equity focused training
- ◆ Develop criteria for review/approval of bureau Strategic Equity Plans

Equity Technical Support and Consulting

- ◆ Develop customer service survey instrument to measure effectiveness of OEHR services

DEEP

- ◆ Track number of DEEP sponsored/coordinated events and number of participants

Performance

Since the organization of OEHR's services into a program structure is new this year, we will be using this year as a baseline for establishing our performance measures. However, there have been significant accomplishments related to the office's goals in the last twelve months. They are as follows:

Equity Education and Training Program

- ◆ Developed curriculum and initiated training both through Bureau of Human Resources coordinated sessions and as requested by specific bureaus

Citywide Equity Committee (CEC)

- ◆ Successfully transitioned former Citywide Diversity committee to new CEC

Equity Technical Support and Consulting

- ◆ Provided equity technical support and consulting services to nine bureaus, including Parks, Police, BES, Auditors Office, BHR, City Attorneys Office, OMF/Purchasing, Housing and Transportation.

Changes to Services and Activities

The major changes to the services under this program have been around organizing them in a program structure. This will allow the office to better manage these service areas, as well as offer improved financial controls and accountability.

From a budget standpoint, OEHR's 90% base budget allows the bureau to provide these services, albeit with significantly lessened materials & services funding available. OEHR's add-back budget proposal describes how additional resources will enable staff to more effectively accomplish the office's mission.

Historical Budget Data

The FY 2012-13 budget for OEHR was budgeted entirely in the Administration & Operations program area. This was due to the fact that the bureau had been created by City Council during that budget process and the program structure had yet to be defined. Starting with the FY 2013-14, the OEHR program structure has been established and the budget allocated accordingly.

Office of Equity & Human Rights

Community Development Service Area

| FTE & Financials | Actual FY 2010-11 | Actual FY 2011-12 | Revised FY 2012-13 | Requested No DP FY 2013-14 | Requested FY 2013-14 |
|---------------------------|----------------------|----------------------|-----------------------|----------------------------------|-------------------------|
| FTE | 0.00 | 0.00 | 4.75 | 5.30 | 5.30 |
| Expenditures | | | | | |
| Citywide Equity Council | 0 | 0 | 0 | 132,732 | 142,732 |
| DEEP Program | 0 | 0 | 0 | 7,500 | 7,500 |
| Tech Support & Consulting | 0 | 0 | 0 | 328,433 | 328,433 |
| Training & Education | 0 | 0 | 0 | 237,735 | 251,003 |
| Total Expenditures | 0 | 0 | 0 | 706,400 | 729,668 |

| Performance | Actual FY 2010-11 | Actual FY 2011-12 | Yr End Est. FY 2012-13 | Base FY 2013-14 | Target FY 2013-14 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Number of bureau equity plans reviewed annually | | | | 4 | 6 |
| Number of equity-focused trainings CEC members attended | | | | 2 | 4 |
| Number of City-wide equity trainings offered by OEHR or BHR | | | | 3 | 6 |
| Number of City employees who recieved equity trainings annually | | | | 500 | 650 |
| Number of bureaus provided with tech support and consulting services | | | | 4 | 8 |
| Workload | | | | | |
| Number of bureau-specific equity-focused trainings provided | | | | 6 | 10 |

Community Equity and Engagement

Description

The Community Equity and Engagement Program describes OEHR's externally focused activities which serve to connect City bureaus to diverse communities of Portland in order to educate and foster greater understanding and collaboration. This is critical in helping bureaus to see how decisions can impact disparities in communities of color and individuals with disabilities. These activities are focused in providing administration and staffing to the following organizations:

- ◆ **Human Rights Commission-** The Human Rights Commission works to eliminate discrimination and bigotry, to strengthen inter-group relationships and to foster greater understanding, inclusion and justice for those who live, work, study, worship, travel and play in the City of Portland. In doing so, the Commission is guided by the principles embodied in the United Nations Universal Declaration of Human Rights. The Commission works independently under the umbrella of the OEHR.
- ◆ **Portland Commission on Disabilities** - The primary focus of the OEHR Disability Program involves the work of the Portland Commission on Disability whose mission is to guide the City in ensuring that it is a more universally accessible city for all. The Commission's four committees work on accessibility in the building environment, employment, livability/health, and outreach issues and goals. Springing from the Commission's work is broader program engagement with bureaus and their ADA coordinators to promote inclusion and accessibility for people with disabilities. The engagement will be with technical support and information to assess and improve their processes, policies and services. To provide technical advice, outreach of the Commission and this program involves developing effective working relationships with individuals, organizations and others who are involved in issues and with concerns for people with disabilities.
- ◆ **New Portlander Program** - The goal of the New Portlander Program is to successfully help integrate newcomers into the social, economic and political life of our city. The program provides presentations on the value to our city of human migrations, creates partnerships between City bureaus and diverse community organizations that seek to produce more equitable City services, and projects in which City bureaus help build organizational capacity in community organizations. The program also staffs the work of the New Portlanders Policy Council (formerly the Mayor's Immigrant & Refugee Task Force) which provides community guidance and support for the strategic direction of the New Portlanders Program.

Goals

The Portland Plan's Action Item #6 reads as follows: *Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland's public involvement standards. Include these principles in the city Charter and the City's comprehensive Plan.*

With this action item in mind, as well as the overall strategic plan for the OEHR, the Community Equity & Engagement program goals are as follows:

Human Rights Commission

- ◆ Hold at least four general HRC meetings annually
- ◆ Implement new strategic plan

Office of Equity & Human Rights

Community Development Service Area

Portland Commission on Disabilities

- ◆ Work with OMF and ONI to ensure ADA Transition Plan implemented
- ◆ Collaborate with BHR and OEHR to ensure disability awareness part of equity training

New Portlander Program

- ◆ Seek Council approval to transition from advisory council to commission
- ◆ Schedule strategic planning session

Performance

Since the organization of OEHR's services into a program structure is new this year, OEHR will be using this year as a baseline for establishing our performance goals

Changes to Services and Activities

The major change to this program is that the 90% base budget does not provide sufficient funding for services that allow the City to engage with members from certain disability arenas, such as the hearing-impaired and sight-impaired. Additional resources requested via add-back would allow OEHR to more effectively engage and connect these individuals to City services and resources, thus helping to reduce potential disparities in these areas.

Historical Budget Data

The FY 2012-13 budget for OEHR was budgeted entirely in the Administration & Operations program area. This was due to the fact that the bureau had been created by City Council during that budget process and the program structure had yet to be defined. Starting with the FY 2013-14, the OEHR program structure has been established and the budget allocated accordingly.

| FTE & Financials | Actual FY 2010-11 | Actual FY 2011-12 | Revised FY 2012-13 | Requested No DP FY 2013-14 | Requested FY 2013-14 |
|---------------------------|----------------------|----------------------|-----------------------|----------------------------------|-------------------------|
| FTE | 0.00 | 0.00 | 2.55 | 2.55 | 2.55 |
| Expenditures | | | | | |
| Disability Commission | 0 | 0 | 0 | 88,692 | 116,692 |
| Human Rights Commission | 0 | 0 | 0 | 101,808 | 111,808 |
| New Portlander Program | 0 | 0 | 0 | 123,116 | 143,116 |
| Total Expenditures | 0 | 0 | 0 | 313,616 | 371,616 |

| Performance | Actual FY 2010-11 | Actual FY 2011-12 | Yr End Est. FY 2012-13 | Base FY 2013-14 | Target FY 2013-14 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Number of activities sponsored or held by HRC, including sub-committees | | | | 4 | 8 |
| Number of activities held or sponsored by PCOD including sub-committees | | | | 4 | 8 |
| Number of activities held/sponsored by New Portlanders Program Advisory Council | | | | 4 | 8 |
| Number of participants/attendees to New Portlanders Program Advisory Council sponsored activities | | | | 100 | 200 |

Office of Equity & Human Rights
Community Development Service Area

| Performance | Actual FY 2010-11 | Actual FY 2011-12 | Yr End Est. FY 2012-13 | Base FY 2013-14 | Target FY 2013-14 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of HRC meetings held, including sub-committee meetings | | | | 12 | 12 |
| Number of PCOD meetings held, including subcommittee meetings | | | | 12 | 12 |
| Number of New Portlanders Program Advisory Council meetings held | | | | 12 | 12 |

Community Development Service Area

| | Actual FY 2010-11 | Actual FY 2011-12 | Revised FY 2012-13 | Requested No DP FY 2013-14 | Requested FY 2013-14 |
|----------------------------------|----------------------|----------------------|-----------------------|-------------------------------|-------------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Total External Revenues | 0 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 0 | 414,442 | 1,245,607 | 782,250 | 869,167 |
| General Fund Overhead | 0 | 0 | 0 | 504,262 | 504,262 |
| Total Internal Revenues | 0 | 414,442 | 1,245,607 | 1,286,512 | 1,373,429 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$0 | \$414,442 | \$1,245,607 | \$1,286,512 | \$1,373,429 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 0 | 315,174 | 980,578 | 1,081,012 | 1,081,012 |
| External Materials and Services | 0 | 59,877 | 167,346 | 87,160 | 171,428 |
| Internal Materials and Services | 0 | 39,391 | 97,683 | 118,340 | 120,989 |
| Total Bureau Expenditures | 0 | 414,442 | 1,245,607 | 1,286,512 | 1,373,429 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$0 | \$414,442 | \$1,245,607 | \$1,286,512 | \$1,373,429 |
| Programs | | | | | |
| Administration & Support | 0 | 414,442 | 1,245,607 | 266,496 | 272,145 |
| Citywide Equity Program | 0 | 0 | 0 | 706,400 | 729,668 |
| Comm Equity & Engagement | 0 | 0 | 0 | 313,616 | 371,616 |
| Total Programs | 0 | \$414,442 | \$1,245,607 | \$1,286,512 | \$1,373,429 |

| Class | Title | Salary Range | | Revised FY 2012-13 | | Requested No DP FY 2013-14 | | Requested FY 2013-14 | |
|-------------------------------------|---------------------------------------|--------------|---------|-----------------------|---------|-------------------------------|---------|-------------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 45,074 | 69,451 | 1.00 | 73,128 | 1.00 | 75,336 | 1.00 | 75,336 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 60,341 | 80,475 | 1.00 | 65,940 | 1.00 | 70,252 | 1.00 | 70,252 |
| 30001758 | Equity and Human Rights Director | 102,648 | 146,952 | 1.00 | 135,372 | 1.00 | 141,360 | 1.00 | 141,360 |
| 30000453 | Management Analyst, Principal | 75,109 | 100,048 | 1.00 | 98,280 | 1.00 | 103,344 | 1.00 | 103,344 |
| 30000452 | Management Analyst, Sr | 63,378 | 84,635 | 1.00 | 78,216 | 1.00 | 80,844 | 1.00 | 80,844 |
| 30000464 | Program Coordinator | 60,341 | 80,475 | 3.00 | 194,976 | 3.00 | 220,580 | 3.00 | 220,580 |
| 30000463 | Program Specialist | 54,725 | 72,925 | 1.00 | 54,876 | 1.00 | 56,725 | 1.00 | 56,725 |
| TOTAL FULL-TIME POSITIONS | | | | 9.00 | 700,788 | 9.00 | 748,441 | 9.00 | 748,441 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 9.00 | 700,788 | 9.00 | 748,441 | 9.00 | 748,441 |



Decision Package Summary

Bureau: Office of Equity & Human Rights

Priority: NA **Type:** Bureau Adds

Decision Package: OE_01 - OMF IA Add-Backs

Program: Administration & Support

| | FY 2013-14 Requested 1 Time DP | FY 2013-14 Requested Ongoing DP | FY 2013-14 Requested Total DP | FY 2014-15 Estimated Budget | FY 2015-16 Estimated Budget | FY 2016-17 Estimated Budget | FY 2017-18 Estimated Budget | |
|---------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------|
| EXPENDITURES | | | | | | | | |
| Internal Materials and Services | 0 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 0 |
| TOTAL EXPENDITURES | 0 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 0 |
| REVENUES | | | | | | | | |
| General Fund Discretionary | 0 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 0 |
| TOTAL REVENUES | 0 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 2,649 | 0 |

Description:
 Most OMF interagency providers have prepared add back packages to restore funding up to 100% CSL. These add back packages are to restore services that were either cut to get to 90% CSL, or to add back different packages as realignments. OEHR is matching these add back packages with their own single decision package per OMF request and CBO direction.

Expected Results:
 OMF will provide expected results in their packages.

Decision Package Summary

Bureau: Office of Equity & Human Rights

Priority: 01

Type: Bureau Adds

Decision Package: OE_02 - Citywide Equity Training & Education

Program: Citywide Training & Education Program

| | FY 2013-14 Requested 1 Time DP | FY 2013-14 Requested Ongoing DP | FY 2013-14 Requested Total DP | FY 2014-15 Estimated Budget | FY 2015-16 Estimated Budget | FY 2016-17 Estimated Budget | FY 2017-18 Estimated Budget | |
|---------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------|
| EXPENDITURES | | | | | | | | |
| External Materials and Services | 0 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 0 |
| Internal Materials and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURES | 0 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 0 |
| REVENUES | | | | | | | | |
| General Fund Discretionary | 0 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 0 |
| TOTAL REVENUES | 0 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 54,268 | 0 |

Description:

OEHR maintains that Equity Training & Education is a core service because the City must provide its services and opportunities with a commitment to closing disparities that exist in communities' access to and benefits derived from those services and opportunities. This add-back package requests funding for two things. First is \$23,268 to fund additional education and training for city bureaus and staff to develop greater understanding and ability to implement equity within City policies, programs and practices. The second is \$31,000 for translation and interpretation services to improve community (e.g., hearing-impaired, non-English speakers) access to City programs and processes.

Expected Results:

This decision package will result in the following outcomes:

- All bureaus will receive training to improve equity in hiring, promotion, retention, contracting, and overall service delivery
- Portland Commission on Disability will be ensured of having sufficient translation/interpretation services available
- New Portlander's Advisory Council will be ensured of having sufficient translation/interpretation services available
- OEHR's Bureau Advisory Committee will be ensured of having sufficient translation/interpretation services available

Decision Package Summary

Bureau: Office of Equity & Human Rights

Priority: 02

Type: Bureau Adds

Decision Package: OE_03 - Strategic Planning and Consulting

Program: Community Equity & Engagement

| | FY 2013-14 Requested 1 Time DP | FY 2013-14 Requested Ongoing DP | FY 2013-14 Requested Total DP | FY 2014-15 Estimated Budget | FY 2015-16 Estimated Budget | FY 2016-17 Estimated Budget | FY 2017-18 Estimated Budget | |
|---------------------------------|--------------------------------------|---------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------|
| EXPENDITURES | | | | | | | | |
| External Materials and Services | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 0 |
| TOTAL EXPENDITURES | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 0 |
| REVENUES | | | | | | | | |
| General Fund Discretionary | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 0 |
| TOTAL REVENUES | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 0 |

Description:

Community engagement is a core service in the City. This add-back package will provide funding for two things. First, it will enhance OEHR's and the Human Rights Commission's work with the Portland Police Bureau regarding implementation of a community policing model by providing \$10,000 to fund additional training from national experts on community engagement. Second, it will provide \$20,000 to fund strategic planning facilitation services to both the Portland Commission on Disability and the New Portlander Advisory Council in order to assist those bodies in focusing their work more strategically. Both these efforts are particularly crucial at this time, given the City's settlement agreement with the Department of Justice and its focus on interactions with persons with mental health disabilities.

Expected Results:

This decision package will result in the following outcomes:

- The Portland Commission on Disability completing a strategic work plan for greater engagement
- The New Portlander Advisory Council will complete a strategic work plan for greater engagement
- PPB will receive additional training from national experts on community engagement

Customer Service Improvement Status Report

Bureau: Office of Equity and Human Rights
Staff Contact: Dante J. James
Phone: 503-823-4433
Date: January 31, 2013

Bureau Mission and Goals: Please attach copies of your bureau's mission, goals, and any workplans or other policy documents that specifically address customer service improvement efforts. Please describe how your strategic plans include customer service, and any plans for improvement.

Reference Materials: One Year Strategic Work Plan

The Office of Equity and Human Rights (OEHR) serves those the employees and Bureaus of the City of Portland whose desire for equitable service delivery as well as equity in hiring, firing, retention and contracting, is not currently being met or infused within all city service delivery. Thus, our customers are both the citizens of the City of Portland at large, and the employees of the City of Portland. The following document speaks to OEHR's commitment to customer service.

1. Strategic Plan – OEHR has adopted a one-year strategic work plan that was developed with extensive input from staff and our community stakeholders. The following is a sample of strategic goals identified in the plan that speak to customer service:

- Goal 3. (1) and (2): Create a citywide and community advisory system to assist OEHR in achieving its mission.
- Goal 4-External: Create partnerships and strong relationships with individuals and communities outside of the City of Portland government.

OEHR is managing efforts to meet these goals via the numerous concrete steps and deadlines within the Plan that are necessary to accomplish the strategic goals.

Customer Service Assessment: Please attach a copy of your most recent customer service survey and survey results. Please indicate how your bureau assesses timeliness, accuracy, helpfulness, expertise, and available information. If you do not currently survey bureau customers, please explain any future plans.

Given the newness of the Bureau and its goals (Office began in March, 2012, Work Plan adopted July, 2012), there has not yet been an assessment done in these areas. It is part of the future plans to provide assessments to each bureau to offer thoughts and feedback on our performance and bureau work.

Additionally, The Bureau Advisory has recently been empanelled and will be utilized to assess bureau performance.

Workforce Development: Please describe any efforts you have made to develop customer service competency within your workforce in the areas of recruitment, training, and evaluation. Please share any details you can provide regarding progress in these areas over the past year (training program information, key bureau contacts, recruitment/evaluation material examples, etc.)

Recruitment

The bureau has recently filled the two positions that came open subsequent to the office's creation less than one year ago. Both of the job positions prioritized the bureau's customer service foundation and its service component to both the community and city staff. Should any positions come open in the future, OEHR will target candidates with a deep knowledge of:

- **Customer Service** – Candidates will illustrate an ability to provide customer-friendly operations and responsiveness to city staff and community members.
- **Data Reporting** – Candidates will demonstrate a proven ability to both collect and report on key performance indicators that are valuable to OEHR's partners and decision makers.

Education & Evaluation

The OEHR administrative staff, i.e., the Director's Executive Assistant, is held accountable to a high standard of bureau customer service. Also, each member of the OEHR staff is evaluated on customer service competency during his or her annual review. Customer service is considered a core competency for all staff.