



BUREAU/OFFICE/DEPARTMENT: Bureau of Development Services

INTRODUCTION

The FY 2020-21 budget development process includes a Program Offer budgeting intended to provide a clear, concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in any decision packages resulting from a Council Direction to Develop.

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?

Please see the following link the bureau's Racial Equity Plan, established October 27, 2016:
<https://www.portlandoregon.gov/oehr/article/596665>

BDS's Requested Budget funds several programs and initiatives that advance our achievement of the goals in our Racial Equity Plan, including:

- The BDS Equity & Policy Development Section, with a full-time dedicated staff of 9.0 regular FTE, including 4.0 FTE Empowered Communities Program staff (Empowering Neighborhoods Program, Small Business Empowerment Program, Arts Empowerment Program) dedicated to support and outreach to underserved communities in the permitting process. (Long-term Goals #1, #6)
- A data analyst position dedicated to gathering and analyzing equity related data.
- Time (6 hours per month, per member) allotted for BDS Equity Committee (BEC) members to engage in equity work (Long-term Goal #1);
- Equity training for bureau leadership, BEC members, and bureau staff (Long-term Goals #1, #2, #4);
- Monthly Equity in Motion events with time provided for staff to participate (Long-term Goal #2);
- The use of D/M/W/ESB-certified contractors. (Long-term Goal #5);
- Requiring interview panel participants to complete Equitable Hiring Practices training (Long-term Goal #3); and,
- Requiring staff meetings to include discussion of equity related topics (Long-term Goal #2)

- a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The Requested Budget funds the work of the Empowered Communities Program, which specifically targets working with and reaching out to historically underserved communities, including Black people, Indigenous people, people of color, people with disabilities, and immigrants and refugees. Within this program:

- The Empowering Neighborhoods Program assists clients of color and those with ADA disabilities who have received enforcement letters from the City with reaching full resolution of the issues related to building and zoning code standards.
- The Small Business Empowerment Program assists historically marginalized business owners who have experienced disproportionate barriers in the development review process, creating opportunities to successfully obtain permits for their properties.
- The Arts Empowerment Program helps artists and arts organizations by prioritizing historically marginalized communities who have faced disproportionate barriers to permitting, access information needed to ensure all required permits related to development are obtained.

The work of the programs within the Empowered Communities Program extends to collaborating with the services BDS provides bureauwide, including zoning code administration, permitting services, plan review, inspections, and compliance, as required to obtain resolutions.

The Property Compliance Inspections Division also performs work which benefits underserved and marginalized communities. Housing and commercial property maintenance violation inspections help protect the community from unsafe and unsanitary conditions in both residential and commercial buildings. Buildings and housing units in disrepair often disproportionately affect low income communities and communities of color due to affordability issues and a historic lack of access to resources. Rental housing inspections serve communities in low income housing that is being poorly maintained, and these compliance programs are being prioritized by increasing staff allocations to these programs.

The Process Management section in the Permitting Services Division works with Prosper Portland and the Portland Housing Bureau to identify projects where the applicant or end-users are a historically marginalized group(s). These projects are assigned a Process Manager and given priority status to assist in the event of unforeseen delays. Status updates on priority projects are communicated to bureau management and the Mayor's Office regularly.

Land Use Services is reinstating funding to offer internships through the Portland State University Master of Urban and Regional Planning Diversity Internship Program that provides internship opportunities at BDS for students from communities of color and underserved communities. Also, a concierge service has been established to assist faith-based communities that want to develop housing to help address the housing crisis.

BDS recently completed a comprehensive restroom remodeling project in the 1900 Building, for which ADA compliance was a major factor. Accessibility will also be a significant consideration in the upcoming Development Services Center renovation project, which is expected to take place during the FY 2020-21 fiscal year.

- b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

To the extent that the majority of the services provided by BDS are provided at the initiative of its customers, the historical and existing disparities affecting Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities are not lessened as a result of the Requested Budget if they are not evaluated using the Racial Equity Tool. The most significant negative impacts of concern are in general related to housing: the affordability of housing, housing discrimination, exposure to substandard and unsafe living conditions, increased displacement and housing instability as rents increase and lower cost housing (and in some cases substandard housing) is demolished and sites are redeveloped with higher cost housing. The housing that gets developed on these sites may include more dwelling units, and may or may not include units at affordable rates, and may or may not be subject to the zoning code's requirements for affordable housing units depending on those regulatory triggers, and increased economic disparity from housing affordability.

There is a need to continue greater outreach using culturally appropriate approaches to engage communities which have historically been negatively impacted by barriers to the permitting process. Other services and programs will be necessary to reduce adverse impacts and to empower these communities.

- 2.) What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

The lack of comprehensive data tracking and analysis in place to evaluate insufficiencies which would inhibit the bureau's achievement of equity goals is a bureauwide issue. This budget takes a first step by including a dedicated data analyst position to gather and analyze equity related data.

Secondly, the Property Compliance Inspections Division is reliant on the assessment of code enforcement fees for funding critical property maintenance inspections, which limits flexibility when working with customers to gain compliance without imposing a financial burden. Furthermore, these inspection programs operate on a complaint-based system which potentially puts vulnerable populations at risk due to the comparatively higher frequency of reporting of older, less maintained and thus more affordable properties in these communities. As a result, the Housing Inspections and Construction Code Section's enforcement policies are being amended with the goal of reducing negative financial impacts imposed on low income property owners and other marginalized community groups with barriers to success. These changes include a new equity-focused process for reviewing active owner-occupied housing cases with non-safety

related maintenance violations, which provides an automatic enforcement fee review and referral to various programs for assistance.

The Empowered Communities Program is experiencing high demand for service. The bureau will be evaluating demand for services and expansion of the program as necessary.

- 3.) Please take a look at the City of Portland's workforce demographic dashboard: <https://www.portlandoregon.gov/oehr/article/595121>. How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

BDS has previously brought in a consultant to provide Equitable Hiring Practices training to both management and staff, and instituted a policy requiring participation in order to serve on an interview panel. As some time has passed since these trainings were offered, BDS may need to offer more trainings in the future to continue this policy. BDS's Equity and Policy Development Team is currently evaluating the bureau's retention and inclusion practices and making recommendations to bureau leadership through BDS's Equitable Approaches to Retention program.

The Land Use Services Program in partnership with PSU's Diversity Program is will employ three interns, which gives these students valuable work experience to put on their resume. Upon graduation, if there are job openings at BDS, their experience at the bureau gives them a competitive advantage in competing for these jobs and a foot in the door.

- 4.) How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

BDS does not have a comprehensive system in place to analyze quantitative and qualitative evidence to track program access and service outcomes to different populations. This area has been identified as an area of need and the bureau expects to make progress in addressing this deficiency in the next year through hiring a dedicated data analyst to gather and analyze equity related data in tandem with the Equity & Policy Development staff work on the 5-yr Racial Equity Plan.

BDS has not previously collected demographic data on its customers outside the limited data collected by the Empowered Communities Program. The Enhanced Rental Inspections Program is considering gathering demographic data in the future, but resources are necessary to develop the methodology and systems of collection. The team is focused on understanding the impacts of this program on the community and identifying possible ways to make the program more effective, both in protecting the health and safety of tenants and reducing displacement.

In addition, the Property Compliance Division has developed a methodology to increase the effectiveness of the current database system to collect baseline quantitative data on Housing Cases. This data will be used in the coming year to apply a racial equity lens to the work and align resources more effectively to meet these goals.

- 5.) What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

BDS does not have a comprehensive system in place to disaggregate demographic data for the purpose of assessing impacts in the community. Current implementation of the Results Based Accountability framework and methodology aims to partner with city agencies and utilize proxy data to help understand the impacts of BDS services on Portland communities. While BDS continues to develop the tools and resources necessary to safely collect and analyze, any data collected (not already described in the previous question) would be in addition to the limited amount collected currently.

- 6.) Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

In the past year the Empowered Communities Program, formerly named Specialized Permitting Services, was moved from the Permitting Services Division to the Equity & Policy Development Section. The services provided by Empowered Communities Program include the Empowering Neighborhoods Program, Small Business Empowerment Program, Arts Empowerment Program. These positions are focused on community empowerment, reaching equitable outcomes specifically targeting Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities. Locating these services in the Equity & Policy Development Section helps these equity-driven programs by providing synergy between them and the other equity-focused team members and personnel resources to further support their work. The addition of the data analyst position will give BDS greater capacity to track and monitor outcomes and impacts.

- 7.) If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

BDS's primary asset is the Portland Online Permitting System (POPS). The development and maintenance of this system is funded through current and ongoing permit revenues, which are paid by bureau customers. An equity lens will need to be applied to the POPS program to adequately evaluate intergenerational equity. The current five technology projects that make up POPS are just the beginning, and there will be annual workplans for technology projects developed in an inclusive way in coming years, as we continue to make improvements to the accessibility, transparency and types of services available through these systems. Each annual technology work plan will have an equity lens applied to it, at the early stages of development, including thinking through who benefits, and who pays for services.

- 8.) If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

This is not applicable to BDS.

- 9.) If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

The BDS Racial Equity Plan (implemented 10/27/16) established a Year 3 goal that 50% of contracts with a value over \$5,000 would have M/W/ESB participation. In 2019, 66% of BDS's contracts of \$5,000 (2 out of 3) used M/W/ESB-certified vendors.

- 10.) If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget?

The BDS Equity & Policy Development Section and the BDS Equity Committee (BEC) have been involved from the early stages of the budget development process. Beginning in September 2019, the Equity Manager was consulted regarding how to best work through the Budget Equity Assessment Tool. Equity & Policy Development staff also attended and led discussions at the BDS Budget Advisory Committee meetings focused on the bureau's equity related work. The Equity & Policy Development section is budgeted separately in its own cost center, and the Equity Manager was consulted regarding the budgeted expenditures for the section. Finally, the Equity Manager participated by reviewing and providing input on the Budget Equity Assessment Tool responses.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

- 11.) What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI? This includes but is not limited to:
- Funding for translation, interpretation, video captioning, and other accommodations
 - Translation of essential documents into safe harbor languages
 - Engagement efforts with multilingual and multicultural communities

Funds are budgeted and available for training, the development of additional materials, and resources for translation, interpretation, and video captioning. BDS utilizes Citywide contracts for translation and interpretation services; however, the services are used infrequently. The BDS Communications and Outreach section is responsible for enhancing and standardizing the bureau's ADA-related efforts. The majority of all documents published and/or distributed by BDS are in the English language and are not translated for non-English speaking audiences. BDS has included an appropriation of \$10,000 for language translation services in this Requested Budget.

- 12.) How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

The community engaged with BDS's Requested Budget primarily through the BDS Budget Advisory Committee (BAC), which is comprised of representatives from community organizations, the development industry, the Development Review Advisory Committee, and BDS employees. The BAC convened three times during the budget preparation process (November 2019 – January 2020). The BAC meetings included discussions about how the bureau can better serve the community from an equity perspective. The Committee is submitting a report accompanying BDS's Requested Budget.

- 13.) How does this budget build the bureau's capacity to engage with and include communities most impacted by inequities? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

BDS's budget includes funding to support its two primary stakeholder/community advisory bodies, Development Review Advisory Committee (DRAC) and Budget Advisory Committee (BAC). The BAC provides opportunities for community representatives to engage with the bureau regarding BDS programs, services, and budget. With its current membership makeup, the DRAC is not adequately engaging communities most impacted by inequities. In order to enhance the bureau's capacity to engage with communities most impacted by inequities, DRAC needs to do outreach to fill other seats with diverse representatives and provide education and training for current DRAC members. The bureau is focused on putting together a work group of employees to recommend strategies to build and sustain better relationships with disenfranchised communities.

In addition, BDS's budget includes funding for staff actively involved in outreach to communities most impacted by inequities, most notably the community empowerment work of the Empowered Communities Program. Prioritizing these expenditures will help to address engagement with these communities. In the current fiscal year, several "listening sessions" were conducted in different communities, to begin the repair and relationship building needed to effectively engage and partner with these communities. This work is planned to continue in FY 2020-21, with the goal of better understanding their needs, and addressing these needs in ways that work for them.

- 14.) How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within Bureau Advisory Committees, community meetings, stakeholder groups, increased engagement, etc.)

BDS's two primary stakeholder/community advisory bodies, Development Review Advisory Committee (DRAC) and Budget Advisory Committee (BAC) are funded in this Requested

Budget. As previously mentioned, the BAC provides opportunities for community representatives to engage with the bureau regarding BDS programs, services, and budget. With its current membership makeup, the DRAC is not adequately engaging communities most impacted by inequities but does have an open seat available. In order to enhance the bureau's capacity to engage with communities most impacted by inequities, DRAC would need to fill the vacancy appropriately and provide education and training for current DRAC members.

The Empowered Communities Program includes the Empowered Neighborhoods Program, Small Business Empowerment Program, and Arts Empowerment Program, each of which are dedicated to helping the bureau reach equitable outcomes for their target customer bases. Demand for services provided by these programs is very high.

In addition, BDS's Property Compliance Division operates the Enhanced Rental Inspection Program, which provides direct benefits to disadvantaged communities. The Oregon Public Health Institute's Health Impact Assessment of 2012 found that the Enhanced Rental Inspection Program had great potential "to contribute to improved health and health equity" for rental housing residents. Improving the effectiveness of this program is a high priority for the bureau and should continue to benefit communities of color and other marginalized groups. BDS is also hopeful that the landlord registration efforts will result in additional resources to improve rental inspections. (<http://www.healthimpactproject.org/resources/rental-housing-and-health-equity-in-portland-oregon-a-health-impact-assessment-of-the-citys-rental-housing-inspections-program>).