

## **Peer Cities Research: Equity Offices**

The purpose of this research is to provide high-level analysis of equity offices in peer communities. The following examples represent a mix of established and new offices and were selected to show a variety of approaches in structure, funding, and number of employees. These offices were also selected for their innovative approaches, embedded equity lens work, and sustainable practices. Each city and their office was analyzed by population, demographic breakdown, form of government, where the office is situated in the organization, scope of services/function, lead position title and role, size of team and positions included, funding level, and combined equity office and equal opportunity efforts. The cities are listed by population from smallest to largest. For reference, Fort Collins' population and demographic breakdown are provided below.

### **Fort Collins, Colorado**

Population	170,000
Demographic Breakdown	White alone: 80.0% Hispanic or Latino: 12.1% Two or More Races: 3.5% Asian alone: 3.4% Black or African American alone: 1.6%

### **Harrisburg, Pennsylvania: Office of Equity & Affirmative Action**

Population	49,000
Demographic Breakdown	Black or African American alone: 51.8% White alone: 22.6% Hispanic or Latino: 21.8% Asian alone: 5.4% Two or More Races: 3.9%
Form of Government	Mayor – Council (Strong Mayor)
Year Formed	
Organization Structure (Where it is situated)	Law Bureau - Reports to City Solicitor
Scope of Services/Functions	The Office of Equity and Affirmative Action provides internal and external leadership, coordination and information to help the City of Harrisburg employees and citizens promote and sustain an environment of diversity, equity, respect and inclusiveness for all members of the City of Harrisburg through education, intervention, compliance, training, assessment, programming and support services.
Lead Position Title & Role	Director of Social Equity & Affirmative Action – Reports to City Solicitor Serves as the City's Affirmative Action officer and Equal Employment Opportunity point of contact, staff liaison to the re-instated Harrisburg Human Relations Commission and change agent to work with Harrisburg communities in developing and sustaining a diverse learning, living, working, and play environment that values individual, communal, organizational, and systematic commonality and difference.
Size of Team, Positions Included	1 FTE
Funding Level	\$82K (2019 Approved Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="http://harrisburgpa.gov/office-of-equity/">http://harrisburgpa.gov/office-of-equity/</a>

## **Iowa City, Iowa: Office of Equity & Human Rights**

Population	78,000
Demographic Breakdown	White alone: 75.0% Black or African American alone: 8.2% Asian alone: 7.5% Hispanic or Latino: 5.8% Two or More Races: 2.7%
Form of Government	Council-Manager
Year Formed	
Organization Structure (Where it is situated)	City Manager's Office
Scope of Services/Functions	<p>The Human Rights Office enforces the anti-discrimination laws for the City and receives, investigates and makes probable cause decisions on complaints alleging unlawful discrimination in the areas of education, credit, housing, employment, and public accommodation based upon the following characteristics: age, color, creed, disability, familial status, gender identity, marital status, national origin, presence or absence of dependents, public assistance source of income, race, religion, sex, and sexual orientation. The Office also provides training to the community on unlawful discrimination and the civil rights history of Iowa.</p> <p>The equity branch of the Office coordinates with City departments to assist in efforts to eliminate inequities. Work includes publishing an annual report on racial equity and the quarterly reports on social justice and racial equity, managing the social justice and racial equity grants, liaison to the City Manager's Roundtables, implementing toolkits across departments, and reviewing the EEO Contract Compliance program.</p>
Lead Position Title & Role	Equity Director (reports to City Manager) – serves as adviser to the City Manager on issues of equity & inclusion, and the LGBTQ Liaison to the City Manager's Office. Specifically, she focuses on providing strategies, planning, facilitation, and development of government work on racial equity and engagement for the present and long term. Her work also includes enforcement and protection of Iowa City's Human Rights Ordinance. She also publishing the monthly newsletter on social justice and racial equity (The Lens), the quarterly report, and the annual report on racial equity.
Size of Team, Positions Included	<ol style="list-style-type: none"><li>1. Equity Director</li><li>2. Human Rights Coordinator</li><li>3. Human Rights Investigator</li></ol>
Funding Level	\$447K (FY 2020 Revised Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.icgov.org/city-government/departments-and-divisions/equity-and-human-rights">https://www.icgov.org/city-government/departments-and-divisions/equity-and-human-rights</a> <a href="https://www.icgov.org/city-government/departments-and-divisions/equity-and-human-rights/social-justice-and-racial-equity">https://www.icgov.org/city-government/departments-and-divisions/equity-and-human-rights/social-justice-and-racial-equity</a> <a href="https://www8.iowa-city.org/WebLink/0/edoc/1949603/FY2021%20Adopted%20Budget%20and%20FY2020-FY2022%20Financial%20Plan.pdf">https://www8.iowa-city.org/WebLink/0/edoc/1949603/FY2021%20Adopted%20Budget%20and%20FY2020-FY2022%20Financial%20Plan.pdf</a>

**Champaign, Illinois: Office of Equity, Community and Human Rights**

Population	89,000
Demographic Breakdown	White alone: 66.6% Black or African American alone: 13.8% Asian alone: 10.9% Hispanic or Latino: 6.3% Two or More Races: 3%
Form of Government	Council-Manager
Year Formed	
Organization Structure (Where it is situated)	Located in City Manager's Office
Scope of Services/Functions	The Office of Equity, Community, and Human Rights serves as a liaison between the City Manager's Office and the community. The Office of Equity, Community & Human Rights helps to ensure equal opportunity for all citizens through public information, education, and enforcement of the City's Human Rights Ordinance and Equal Opportunity in Purchasing Ordinance. The Office of Equity, Community, and Human Rights provides staff support for the Human Relations Commission, Citizens' Review Subcommittee, and facilitates the Champaign County Community Coalition.
Lead Position Title & Role	Community Relations Manager & Compliance Officer - oversees the Office of Equity, Community and Human Rights in matters related to enforcing the City's Human Rights Ordinance, investigating discrimination complaints, and monitoring vendor compliance with the Equal Opportunity in Purchasing Ordinance. Also provides staff assistance to the Human Relations Commission and the Citizen Review Subcommittee for police complaints.
Size of Team, Positions Included	1. Community Relations Manager & Compliance Officer 2. Community Relations Manager – Community Coalition 3. Community Relations specialist 4. Administrative Assistant
Funding Level	\$427K (2020 Adopted Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://champaignil.gov/city-managers-office/office-of-equity-community-and-human-rights/">https://champaignil.gov/city-managers-office/office-of-equity-community-and-human-rights/</a> <a href="https://champaignil.gov/city-managers-office/office-of-equity-community-and-human-rights/services/">https://champaignil.gov/city-managers-office/office-of-equity-community-and-human-rights/services/</a>

**Asheville, North Carolina: Office of Equity & Inclusion**

Population	94,000
Demographic Breakdown	White only: 77.9% Black or African American alone: 11.7% Hispanic or Latino: 6% Two or more races: 2.3% Asian: 1.84%
Form of Government	Council-Manager
Year Formed	FY 2017-2018
Organization Structure (Where it is situated)	Equity & Inclusion Director reports to the City Manager. Listed under the Community & Resident Services Service Area
Scope of Services/Functions	Advancing equity in Asheville, with racial and social equity as top priorities and creating an environment where a shared language and understanding of racism, implicit and explicit bias and government's role in advancing equity is one component of the racial equity framework. The Office also creates equity tools like the equity action plan, which maps out a plan for transformational institutional change, and established a Human Relationship Commission (HRCA) as an advisory body to Asheville City Council.
Lead Position Title & Role	Equity & Inclusion Director plays a key role in moving the city organization toward successful, advancement of equity with Asheville through understanding, analyzing and eliminating the root, causes of racial disparities, and advancing equitable policies, practices and procedures.
Size of Team, Positions Included	1. Director, Office of Equity and Inclusion 2. Human Relations Analyst 3. Training Consultant 4. Inclusive Engagement and Leadership Manager
Funding Level	\$444K (FY 2019-20 Adopted Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.ashevillenc.gov/departments/equity-inclusion/">https://www.ashevillenc.gov/departments/equity-inclusion/</a> <a href="https://docs.google.com/document/d/16nlwMmDtRi3pAt46atyqlfBl3ImBlWhlppGsQhmMxXk/edit">https://docs.google.com/document/d/16nlwMmDtRi3pAt46atyqlfBl3ImBlWhlppGsQhmMxXk/edit</a> <a href="https://drive.google.com/file/d/0B2t_Ch5LbY5eQ0tEQ0N4bnhHM0p0TG1HNXFXWS02VHVtN0IF/view">https://drive.google.com/file/d/0B2t_Ch5LbY5eQ0tEQ0N4bnhHM0p0TG1HNXFXWS02VHVtN0IF/view</a> <a href="https://drive.google.com/file/d/0B2t_Ch5LbY5eZ19Db0hFYThVR0V6b2JqcXo4NGhFTDk2OVZr/view">https://drive.google.com/file/d/0B2t_Ch5LbY5eZ19Db0hFYThVR0V6b2JqcXo4NGhFTDk2OVZr/view</a> <a href="https://www.ashevillenc.gov/equity-dashboard/">https://www.ashevillenc.gov/equity-dashboard/</a>

### **Cambridge, Massachusetts: Office of Equity & Inclusion**

Population	122,000
Demographic Breakdown	White alone: 60.8% Asian alone: 16.0% Black or African American alone: 11.0% Hispanic or Latino: 9.2% Two or More Races: 4.1%
Form of Government	Council-Manager
Year Formed	2017
Organization Structure (Where it is situated)	Executive Department
Scope of Services/Functions	The Office of Equity and Inclusion (OEI) upholds, reaffirms, and guides the City's commitment to equal employment opportunity; helps City departments build and support a workforce that continually reflects the diversity of the people it serves; and conceptualizes and cultivates equity and inclusion as singular organizational priorities, placing these principles at the heart of what the City's workforce does.
Lead Position Title & Role	Director of Equity and Inclusion
Size of Team, Positions Included	1. Director of Equity and Inclusion
Funding Level	\$431K (FY 2020 Adopted Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.cambridgema.gov/Departments/equityandinclusion">https://www.cambridgema.gov/Departments/equityandinclusion</a> <a href="https://www.cambridgema.gov/Departments/equityandinclusion/interactiveequityandinclusiondashboard">https://www.cambridgema.gov/Departments/equityandinclusion/interactiveequityandinclusiondashboard</a> <a href="https://www.cambridgema.gov/-/media/Files/budgetdepartment/FinancePDFs/fy21adoptedbudget/fy21adoptedbudget.pdf">https://www.cambridgema.gov/-/media/Files/budgetdepartment/FinancePDFs/fy21adoptedbudget/fy21adoptedbudget.pdf</a>

### **Eugene, Oregon: Human Rights and Neighborhood Involvement Office**

Population	178,000
Demographic Breakdown	White only: 78% Hispanic or Latino: 9.8% Two or more races: 6.2% Asian alone: 4.5% Black or African American: 1.6%
Form of Government	Council-Manager
Year Formed	
Organization Structure (Where it is situated)	Housed in City Manager's Office
Scope of Services/Functions	<p>The City of Eugene's Human Rights and Neighborhood Involvement Office provides leadership, guidance, and insight on equity and community engagement to make Eugene a safe and welcoming community for all residents, workers, and visitors.</p> <p>The Equity Team supports the promotion of equity in city programs, services, and policies. We design and deliver training to increase the capacity of City of Eugene staff to promote equity and belonging in the work they do. We also collaborate with community partners to promote a culture of belonging outside of government structure and to make sure the voices of all community groups are being heard by our local government.</p>

Lead Position Title & Role	Equity and Access Planner
Size of Team, Positions Included	<ol style="list-style-type: none"> <li>1. Equity &amp; Access Planner</li> <li>2. Human Rights &amp; Equity Analyst</li> <li>3. Neighborhood Planner</li> <li>4. Program Coordinator</li> <li>5. Multicultural Liaison</li> </ol>
Funding Level	\$1.1M (FY 2020 budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.eugene-or.gov/3913/Human-Rights-and-Neighborhood-Involvement">https://www.eugene-or.gov/3913/Human-Rights-and-Neighborhood-Involvement</a> <a href="https://www.eugene-or.gov/DocumentCenter/View/47638/FY20-Adopted-Budget">https://www.eugene-or.gov/DocumentCenter/View/47638/FY20-Adopted-Budget</a> <a href="https://www.eugene-or.gov/DocumentCenter/View/515/DESP?bidId=-316/334">https://www.eugene-or.gov/DocumentCenter/View/515/DESP?bidId=-316/334</a>

### **Des Moines, Iowa: Civil and Human Rights**

Population	217,000
Demographic Breakdown	White alone: 65.4% Hispanic or Latino: 13.3% Black or African American alone: 11.3% Asian alone: 6.54% Two or more races: 4%
Form of Government	Council-Manager
Year Formed	2018
Organization Structure (Where it is situated)	City Manager's Office
Scope of Services/Functions	Work to advance justice, promote equality and ensure the protection of human rights for all people in Des Moines through education, advocacy, community engagement and investigations of civil rights violations.
Lead Position Title & Role	Civil and Human Rights, Director – reports to the Assistant City Manager
Size of Team, Positions Included	<u>5 FTE:</u> Director -ACM Human Rights Specialist x2 Equity Coordinator - <b><i>*Changes to be made regarding equity-specific work. FTE will transition into the City Manager's Office.</i></b> Administrative Assistant/Intake Officer <u>Other Staff:</u> Human Rights Specialist/Equity Intern Public Relations Intern Staff Legal Counsel
Funding Level	\$591K (FY 2020 Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.dsm.city/departments/civil_and_human_rights/index.php">https://www.dsm.city/departments/civil_and_human_rights/index.php</a>

## **Tacoma, Washington: Office of Equity & Human Rights**

Population	223,000
Demographic Breakdown	White alone: 58.7% Hispanic or Latino: 11.9% Black or African American: 10.0% Asian alone: 9.2% Two or More Races: 9.2%
Form of Government	Council-Manager
Year Formed	2015
Organization Structure (Where it is situated)	Department reporting to the City Manager
Scope of Services/Functions	Achieve equity in the service delivery, decision-making, and community engagement of the City. The office does this work by identifying and eliminating the underlying drivers that perpetuate racial inequity and provide opportunity and advancement for all. The Human Rights Division is responsible for informing businesses, housing providers, and community members of their civil rights and responsibilities under relevant antidiscrimination laws and statutes.
Lead Position Title & Role	Chief Equity Officer (CEO) Leads All Equity Efforts for General Government including work of human rights investigations, policy, training, and newly established office of equity satellite for Tacoma Public Utilities
Size of Team, Positions Included	~11
Funding Level	\$3.8M (FY 2019-20 Budget)
Combined Equity Office/EEO (Y/N)	YES – work closely on many projects
Helpful Links	<a href="https://www.cityoftacoma.org/government/city_departments/equity_and_human_rights">https://www.cityoftacoma.org/government/city_departments/equity_and_human_rights</a> <a href="https://cityoftacoma.org/cms/one.aspx?pageld=192679">https://cityoftacoma.org/cms/one.aspx?pageld=192679</a> <a href="https://www.cityoftacoma.org/government/city_departments/equity_and_human_rights/equity_index">https://www.cityoftacoma.org/government/city_departments/equity_and_human_rights/equity_index</a>

## **Pittsburgh, Pennsylvania: Office of Equity**

Population	294,000
Demographic Breakdown	White (Non-Hispanic): 64.9% Black or African American (Non-Hispanic): 22.8% Asian (Non-Hispanic): 5.56% Two+ (Non-Hispanic): 2.78% White (Hispanic): 2.34%
Form of Government	Mayor-Council (Strong Mayor)
Year Formed	2019 by Executive Order
Organization Structure (Where it is situated)	Office of the Mayor – reports to the Chief of Staff (similar to a City Manager role)
Scope of Services/Functions	Conducts continuous in-depth analysis of outcomes, services and best practices of city departments to examine how they are contributing to inequity around the City of Pittsburgh. Provide recommendations on policies and national best practices to address systemic inequities in government and cities. Administrative liaison for Equal Opportunity Review Commission.
Lead Position Title & Role	Chief Equity Officer/Deputy Chief of Staff - leads the Mayor's administrations focus on opportunity for all residents of the City of Pittsburgh concerning education, workforce development, safe & healthy communities, and digital inclusion. Additionally, leads the administration's engagement with national organizations regarding equity and inclusion strategies.
Size of Team, Positions Included	<ol style="list-style-type: none"> <li>1. Deputy Chief of Staff &amp; Chief Equity Officer</li> <li>2. Critical Communities Initiative Manager</li> <li>3. Special Initiatives Manager</li> <li>4. Economic Opportunity Manager</li> <li>5. Business Inclusion Manager</li> <li>6. Gender Equity Commission Executive Director</li> <li>7. Youth &amp; Education Manager</li> <li>8. Policy Analyst</li> <li>9. Policy Analyst</li> <li>10. Policy Coordinator</li> <li>11. Policy Coordinator</li> <li>12. Business Diversity Manager</li> <li>13. Business Diversity Coordinator</li> <li>14. Business Diversity Administrator</li> <li>15. Contract Compliance Analyst</li> </ol>
Funding Level	\$1.76M (FY 2020 Adopted Budget)
Combined Equity Office/EEO (Y/N))	YES
Helpful Links	<a href="https://apps.pittsburghpa.gov/redtail/images/5859_Office_of_Equity_EO.pdf">https://apps.pittsburghpa.gov/redtail/images/5859_Office_of_Equity_EO.pdf</a> <a href="https://apps.pittsburghpa.gov/redtail/images/8055_Operating_Budget_as_approved_by_Council_12-17-19(3).pdf">https://apps.pittsburghpa.gov/redtail/images/8055_Operating_Budget_as_approved_by_Council_12-17-19(3).pdf</a> <a href="https://pittsburghpa.gov/office-of-equity/">https://pittsburghpa.gov/office-of-equity/</a>



### **Minneapolis, Minnesota: Division of Race & Equity**

Population	437,000
Demographic Breakdown	White: 63.8% Black or African American: 19.4% Hispanic or Latino: 9.6% Asian: 6.13% Other race: 4.67%
Form of Government	Mayor-Council (Strong Mayor)
Year Formed	December 2017 – created via City Ordinance to codify work already underway
Organization Structure (Where it is situated)	City Coordinator's Office
Scope of Services/Functions	The Office is responsible for implementing the city's Strategic & Racial Equity Action Plan, which identifies a set of operational and policy priorities that the city commits to significantly and sustainably improve through 2022. The plan aligns the work from city leadership to departments and defines goals at all planning levels which can be objectively measured and help inform resource decisions. Focus areas are: improve housing stability; support inclusive economic development; improve public safety.
Lead Position Title & Role	Director of the Division of Race and Equity – reports to the Deputy City Coordinator (similar to Deputy City Manager role)
Size of Team, Positions Included	6 FTE: Three program coordinators & three project coordinators
Funding Level	Total of ~\$1.5M (FY 2020 Budget) <ul style="list-style-type: none"><li>• ~\$500K from City funding (\$65K programming dollars)</li><li>• ~1M from grant funding</li></ul>
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="http://www2.minneapolismn.gov/coordinator/Equity/index.htm">http://www2.minneapolismn.gov/coordinator/Equity/index.htm</a> <a href="http://www2.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/wcmssp-225345.pdf">http://www2.minneapolismn.gov/www/groups/public/@citycoordinator/documents/webcontent/wcmssp-225345.pdf</a> <a href="https://lms.minneapolismn.gov/Download/File/722/Race%20and%20Equity%20Division%20Ordinance%20Amended%2012.6.2017.pdf">https://lms.minneapolismn.gov/Download/File/722/Race%20and%20Equity%20Division%20Ordinance%20Amended%2012.6.2017.pdf</a>

### **Sacramento, California: Office of Diversity & Equity**

Population	522,000
Demographic Breakdown	White (Non-Hispanic): 31.1% Asian (Non-Hispanic): 19.1% White (Hispanic): 13.1% Black or African American (Non-Hispanic): 12.7% Other (Hispanic): 11.8%
Form of Government	Council-Manager
Year Formed	2018
Organization Structure (Where it is situated)	Housed in the City Manager's Office
Scope of Services/Functions	Work closely with all City departments and offices to ensure support for diversity, equity, and inclusion is integrated into decision making, planning and implementation, throughout all structures, services, policies, practices, and procedures.
Lead Position Title & Role	Diversity & Equity Manager - charged with overseeing the development of a Race and Gender Equity Action Plan (Plan).

Size of Team, Positions Included	<u>1 FTE:</u> Diversity & Equity Manager
Funding Level	
Combined Equity Office/EEO (Y/N)	NO
Helpful Links	<a href="http://www.cityofsacramento.org/City-Manager/Divisions-Programs/Diversity-Equity">http://www.cityofsacramento.org/City-Manager/Divisions-Programs/Diversity-Equity</a> <a href="http://www.cityofsacramento.org/-/media/Corporate/Files/Finance/Budget/FY20-Approved_Final.pdf?la=en">http://www.cityofsacramento.org/-/media/Corporate/Files/Finance/Budget/FY20-Approved_Final.pdf?la=en</a>

### **Albuquerque, New Mexico: Office of Equity & Inclusion**

Population	561,000
Demographic Breakdown	White (Hispanic): 39.2% White (Non-Hispanic): 38.4% Other (Hispanic): 6.4% American Indian & Alaska Native (Non-Hispanic): 4.03% Asian (Non-Hispanic): 3.04%
Form of Government	Mayor-Council (Strong Mayor)
Year Formed	2018
Organization Structure (Where it is situated)	Housed in the City Manager's Office Listed under the Legal Services Service Area
Scope of Services/Functions	<ul style="list-style-type: none"> <li>• Develop a city workforce that is representative at all levels of the demographics of the city,</li> <li>• Increase local purchasing and doing business with companies owned by people of color,</li> <li>• Invest in areas of the city that have been under invested,</li> <li>• Ensure that the city delivers services in an equitable and inclusive manner</li> </ul>
Lead Position Title & Role	Office of Equity & Inclusion, Director
Size of Team, Positions Included	4 FTE
Funding Level	\$412K (FY 2020 Approved Budget) Funding of \$87 thousand is included for one new position as well as operating expense for FY/20. One-time funding of \$25 thousand is also included for a Citizenship Program.
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="http://documents.cabq.gov/budget/fy-20-approved-budget.pdf">http://documents.cabq.gov/budget/fy-20-approved-budget.pdf</a> <a href="https://nationalequityatlas.org/sites/default/files/ABQ_Profile_Final.pdf">https://nationalequityatlas.org/sites/default/files/ABQ_Profile_Final.pdf</a> <a href="https://nationalequityatlas.org/sites/default/files/ABQ-Fact-Sheet-final.pdf">https://nationalequityatlas.org/sites/default/files/ABQ-Fact-Sheet-final.pdf</a>

## **Portland, Oregon: Office of Equity & Human Rights**

Population	664,000
Demographic Breakdown	White alone: 70.5% Hispanic or Latino: 9.7% Asian alone: 8.1% Black or African American alone: 5.8% Two or More Races: 5.5%
Form of Government	Commission Form of Government
Year Formed	2011
Organization Structure (Where it is situated)	Community Development Service Area Reporting to the Commissioner of Public Utilities
Scope of Services/Functions	Promote equity and reduce disparities within city government; provide guidance, education and technical assistance to all bureaus as they develop sustainable methods to build capacity in achieving equitable outcomes and service; work with community partners to promote equity and inclusion within Portland and throughout the region, producing measurable improvements and disparity reductions; support human rights and opportunities for everyone to achieve their full potential; work to resolve issues rooted in bias and discrimination, through research, education, and interventions.
Lead Position Title & Role	Bureau Director - work is specifically focused on best practice in equity, diversity, and inclusion, culturally responsive practice and closing opportunity/access/belief gaps for historically and currently marginalized groups across the state.
Size of Team, Positions Included	<ol style="list-style-type: none"> <li>1. Bureau Director</li> <li>2. Civil Rights Title VI and Equity Manager</li> <li>3. Project Assistant for Portland Committee on Community-Engaged Policing (PPCEP)</li> <li>4. Equity and Operations Manager</li> <li>5. ADA Title II and Disability Equity Manager</li> <li>6. Equity and Language Access Analyst</li> <li>7. Senior Policy Advisor – Equity Strategies and Initiatives</li> <li>8. Equity Training Manager</li> <li>9. Disability Equity Specialist</li> <li>10. Communications Manager</li> <li>11. Program Coordinator/Black Male Achievement</li> <li>12. Senior Administrative Specialist</li> <li>13. Director's Executive Assistant/Business Operations</li> </ol>
Funding Level	\$2.1M (FY 2019-20 Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.portlandoregon.gov/oehr/62229">https://www.portlandoregon.gov/oehr/62229</a> <a href="https://www.portlandoregon.gov/oehr/66936">https://www.portlandoregon.gov/oehr/66936</a> <a href="https://www.portlandoregon.gov/oehr/article/449202">https://www.portlandoregon.gov/oehr/article/449202</a> <a href="https://www.portlandoregon.gov/cbo/article/738382">https://www.portlandoregon.gov/cbo/article/738382</a>

## Denver, Colorado: Office of Social Equity & Innovation

Population	734,000
Demographic Breakdown	White alone: 54.9% Hispanic or Latino: 29.3% Black or African American alone: 9.8% Asian alone: 4.1% Two or More Races: 3.3%
Form of Government	Mayor-Council (Strong Mayor)
Year Formed	2019
Organization Structure (Where it is situated)	Human Rights and Community Partnership Department – Department reports to the Mayor's Office
Scope of Services/Functions	Builds culturally responsive strategies and leadership for social justice by generating inclusive ideas, information, and organizational cultures that promote racial equity. The office also oversees the City's Race and Social Justice Initiative (RSJI) which aims to operationalize racial equity strategic goals and city-wide planning.  Core Services: <ul style="list-style-type: none"> <li>• Advocacy/Policy</li> <li>• Data/Analysis, Technical Guidance</li> <li>• Facilitation, Coaching, Collaboration</li> <li>• Learning and Development</li> <li>• Program Monitoring/Evaluation</li> <li>• Work Plans, Inclusionary Budgeting</li> </ul>
Lead Position Title & Role	<b>Equity Officer</b> (reports to Mayor): collaborates with mayoral appointees, city department directors, and employees to facilitate an organizational culture that institutionalizes the use of an equity lens designed to address institutional barriers that interfere with access and equitable service delivery. This position will work closely with city departments to create departmental equity strategies by utilizing community engagement strategies to determine equity opportunities and priorities.  <b>Equity Director</b> (reports to Equity Officer): leads a team of Learning and Development Specialists to develop, facilitate, and evaluate trainings, workshops and programs focused on advancing racial and social equity and inclusion within the City and County of Denver. This position will track results of coordinated training plans and provide technical training assistance to city departments through a racial equity lens. This position will help city departments develop strategies and tactics for increased equity by designing content and practices that promote equitable outcomes. The primary focus will include ensuring the Learning and Development Specialists are positioned to design curriculum content to contextualize historic oppression, systemic racism, and implicit/explicit biases as a tool to guide departmental policy development daily practice.
Size of Team, Positions Included	<ol style="list-style-type: none"> <li>1. Equity Officer</li> <li>2. Equity Director</li> <li>3. Learning &amp; Development Specialist</li> <li>4. Management Analysis Specialist</li> </ol>
Funding Level	\$251K (FY 2019 Appropriated Budget) \$339K (FY 2020 Adopted Budget)
Combined Equity Office/EEO (Y/N)	NO
Helpful Links	<a href="https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/office-of-social-equity-and-innovation.html">https://www.denvergov.org/content/denvergov/en/mayors-office/programs-initiatives/office-of-social-equity-and-innovation.html</a> <a href="https://www.denvergov.org/content/dam/denvergov/Portals/344/documents/Budget/2020/2020BudgetVolume2.pdf">https://www.denvergov.org/content/dam/denvergov/Portals/344/documents/Budget/2020/2020BudgetVolume2.pdf</a>

## **Austin, Texas: Equity Office**

Population	988,000
Demographic Breakdown	White alone: 48.3% Hispanic or Latino: 34.3 Black or African American alone: 7.8% Asian alone: 7.3% Two or more races: 3.3%
Form of Government	Council-Manager
Year Formed	2016
Organization Structure (Where it is situated)	Office under the Management Services Department which reports to the Deputy City Manager
Scope of Services/Functions	The Office directs the Equity Action Plan and provides training to city staff in response to an annual Equity Assessment conducted by city departments during budget preparation. The annual assessment includes: (1) Departmental Analysis: A look at city departments' culture; (2) Budget: A scan of how community input factors in budget planning; (3) Community Engagement: Gauges departmental practices and quality of interaction with the community; (4) Alignment: Evaluates opportunities to address disparities in city priorities. The Office also directs a mini-grant to help local community organizations address equity-related issues.
Lead Position Title & Role	The Chief Equity Officer is responsible for working with City leadership and local communities to create an equity framework and facilitate dialogue and organizational practices that support the development and adoption of equity as a shared value. The Officer serves as the technical expert in addressing equity as it is applied to city wide policies, programs, practices, and budget decisions with an overall vision to make Austin the most livable city for ALL.
Size of Team, Positions Included	<ol style="list-style-type: none"><li>1. Chief Equity Officer</li><li>2. Executive Assistant</li><li>3. Senior Business Process Consultant</li><li>4. Program Manager</li><li>5. Immigrant Affairs Coordinator</li><li>6. Business Process Specialist</li><li>7. Commission Liaison</li></ol>
Funding Level	\$1.4M (FY 2019-20 budget)
Combined Equity Office/EEO (Y/N)	NO
Helpful Links	<a href="http://www.austintexas.gov/department/equity/about">http://www.austintexas.gov/department/equity/about</a> <a href="http://www.austintexas.gov/department/operationalizing-racial-equity">http://www.austintexas.gov/department/operationalizing-racial-equity</a> <a href="http://www.austintexas.gov/page/equity-office-staff">http://www.austintexas.gov/page/equity-office-staff</a> <a href="https://assets.austintexas.gov/budget/19-20/downloads/2020_Approved_Budget.pdf">https://assets.austintexas.gov/budget/19-20/downloads/2020_Approved_Budget.pdf</a> <a href="http://austintexas.gov/sites/default/files/files/City_Manager/COAOrgChart02_04_2019.pdf">http://austintexas.gov/sites/default/files/files/City_Manager/COAOrgChart02_04_2019.pdf</a>

## **San Antonio, Texas: Office of Equity**

Population	1,578,000
Demographic Breakdown	White (Hispanic): 56.9%, White (Non-Hispanic): 24.8% Black or African American (Non-Hispanic): 6.18% Other (Hispanic): 4.49% Asian (Non-Hispanic): 3.25%
Form of Government	Council-Manager
Year Formed	May 2015 – Diversity & Inclusion Office August 2017 – Renamed Office of Equity
Organization Structure (Where it is situated)	Department-level office Reports to one of the Assistant City Managers
Scope of Services/Functions	Four annual goals currently drive the Office of Equity's work: (1) advance equity in budgeting, community engagement, and high priority service delivery; (2) build awareness and involvement in the office through transformational community engagement; (3) collaborate with other institutions to achieve San Antonio's vision of prosperity; (4) improve services for community members submitting discrimination complaints.
Lead Position Title & Role	Chief Equity Officer – oversees citywide equity work that spans all Departments, with the goal of advancing equity in budgeting, community engagement, program, and service delivery. The Office of Equity develops, implements, and supports a variety of equity and inclusion initiatives, including the creation and application of key tools and trainings.
Size of Team, Positions Included	<u>5 FTE:</u> <ul style="list-style-type: none"><li>• Chief Equity Officer</li><li>• Equity Manager x3</li><li>• Senior Administrative Assistant</li></ul>
Funding Level	\$651K (FY 2020 Adopted Budget)
Combined Equity Office/EEO (Y/N)	YES
Helpful Links	<a href="https://www.sanantonio.gov/equity">https://www.sanantonio.gov/equity</a> <a href="https://www.sanantonio.gov/Portals/0/Files/Equity/AnnualReport.pdf">https://www.sanantonio.gov/Portals/0/Files/Equity/AnnualReport.pdf</a> <a href="https://www.sanantonio.gov/Portals/0/Files/Equity/COSACOVIDEquityRapidResponseToolandFramework.pdf?ver=2020-06-22-165856-570">https://www.sanantonio.gov/Portals/0/Files/Equity/COSACOVIDEquityRapidResponseToolandFramework.pdf?ver=2020-06-22-165856-570</a> <a href="https://www.sanantonio.gov/Portals/0/Files/Equity/IndicatorReport.pdf?ver=2020-04-17-194607-503">https://www.sanantonio.gov/Portals/0/Files/Equity/IndicatorReport.pdf?ver=2020-04-17-194607-503</a> <a href="https://www.sanantonio.gov/Equity/Initiatives/Atlas">https://www.sanantonio.gov/Equity/Initiatives/Atlas</a> <a href="https://www.sanantonio.gov/Portals/0/Files/budget/FY2020/Adopted-Budget.pdf">https://www.sanantonio.gov/Portals/0/Files/budget/FY2020/Adopted-Budget.pdf</a>