

Budget Presentation to the Joint Ways and Means Committee Subcommittee on General Government

Presented by Staff & Commissioners
March 3, 2021

OACO Mission

- Mission - to support the work of the Advocacy Commissions:
 - Asian & Pacific Islander Affairs (OCAPIA)
 - Black Affairs (OCBA)
 - Hispanic Affairs (OCHA)
 - Commission for Women (OCFW)





OACO Goals:

Working together for the success of Oregon communities of color and women

Goals

Bring robust community voice into all aspects of equity-focused policymaking: acknowledging the realities of existing systems and strategically addressing them for the benefit of all Oregonians.

Overview of strategic goals:

1. Apply intersectionality and analysis across Commissions for key issues affecting all or several of the OACs' constituent groups.
2. Engage the OACs across the full Policy Arc in pursuit of equitable remedies, with action plans spanning multiple sessions and sets of stakeholders.
3. Conduct rural and urban policy analysis of issues affecting communities of color and women statewide.
4. Develop formal research partnerships with universities, data sharing agreements with state departments, add interactive OACO data portal connecting policymakers and stakeholders to Oregon's equity-related data on website dashboard pages.
5. Use of fairness in data as a principal method for developing equity-related public policy.
6. Engagement of community partners and stakeholders as the framework for applied policy research.



The Advocacy Commissions

Empowering appointed community members with highly specialized knowledge and lived experience, totaling over 25,000 hrs/biennium

- 36 preeminent community leaders appointed by the Governor, each committed to the success of our state & communities
- 8 committed legislators appointed by the President of the Senate and the Speaker of the House

Historical Perspective:

- ❖ 1964 - Gov Hatfield est. Commission on Status of Women
- ❖ 1983 - Gov Atiyeh est. OCFW, OCBA, OCHA
- ❖ 1995 - Gov Kitzhaber est. OCAA (now OCAPIA)
- ❖ 2003 - Defunding of OCAPIA, OCBA, OCHA, and OCFW
 - Staffing level before defunding: 4 – 6 FTE/4 Commissions
 - Staffing level after defunding: 0 General Fund staff/4 Commissions
- ❖ 2005 - Statutory establishment of OACO under DAS, and refunding of OACs
 - Staffing level under OACO: 2 FTE/4 Commissions



Historical Perspective:

- ❖ 2009 - OACs statutorily removed from DAS and OACO established as separate agency to assure independent voice for the Advocacy Commissions.
- ❖ 2015 - Additional .5 FTE OPA 3
 - Grew research support/project management for OACs in 4 new equity areas, and added research partners in Governor's Office, ODE, OHA, ODHS and BOLI.
- ❖ 2021 -Request full-time OPA 3, 1.0 FTE PAS 2 (4.0 FTE total staff)
 - OPA 3: Addressing waiting list for research topics among Advocacy Commissions and expand community stakeholder outreach and workgroups around policy issues, including domestic violence, education gaps, incarcerated women, intergenerational poverty, rural access to mental health for school children, health disparities in communities of color.
 - PAS 2: Build leadership development and community engagement among the Advocacy Commissions' constituent communities.





Serving Growing Communities

- In 2019 the population of communities of color in Oregon had grown to 13% Hispanic, 5% Asian, 0.5% Native Hawai`ian and Other Pacific Islander and 2% Black.
- Each of the Advocacy Commissions reflects the specific focus important to their individual communities. This includes:
 - Education
 - Justice, Safety & Policing
 - Immigration & Workforce
 - Wage Equity, affordable childcare/housing
 - Healthcare
 - Mental Health
 - Environmental equity/justice



Providing independent voice and essential expertise



The OACs consistent staffing and reliable outcomes are now regularly requested by policy & community partners:

- Student Success Committee invited testimony from 4 OACs in 2019
- Governor's Behavioral Health Advisory Council
- Governor's Racial Justice Council
- ODHS Office of Reporting, Research, Analytics, and Implementation (ORRAI) and OCID (Oregon Child Integrated Dataset)

Providing independent voice and essential expertise

“I wanted to provide some background on this decision. As you know, this proposal arose out of an incident in a circuit court in 2016 where a courtroom deputy directed a Muslim woman to remove her religious head covering....

*We received 174 comments from members of the public, attorneys, legislators, and the **Oregon Advocacy Commissions** in favor of the amendment (and none in opposition). Many of the comments came in "form" letters, but with individual handwritten names and addresses, and a number of the form letters included additional personal remarks from the senders. We also received letters in support, some quite detailed and thoughtful, from immigration attorneys, members of the legislature, the **Oregon Advocacy Commissions**, and others.”*

Excerpt of Out-of-Cycle Amendment of UTCR 3.010, March 22, 2018
Oregon Chief Justice Balmer



Providing independent voice and essential expertise



Recommending or appointing community members for their voices and perspective

- Oregon Licensing Boards
- Legislative Workgroups

Providing independent voice and essential expertise

Providing requested testimony/presentations including:

- Interim Behavioral Health Committee on Mental Health and Latinos
- Joint Committee on Student Success regarding Student MH & Disparities
- Invited lead testimony on equity-focused bills each session
- Legislative Task Force on racial disparities on home ownership presentations



Overview of OACO Performance and Outcome – Essential Infrastructure & Dedicated Staffing

The 2015 Legislature invested in Staff capacity to support the OACs' growing policy workgroup structure with high-level governmental and community partners.

Addition of OACO's permanent OPA 3 position (Research/Policy Analyst), 0.5 FTE:

This addition has provided dramatic impact for the agency in its effectiveness in supporting the Commissions and helping to produce meaningful reports that have converted into bills and other concrete actions to help underrepresented communities.

The addition of the new Public Affairs Specialist 2 (Integrating Community/Stakeholder Engagement) will ensure continued relationship building with community. In preparation of this, the Executive Support Specialist 2 has received her state certificate in Project Management, which she has employed in one major study for the Advocacy Commissions.



Advocacy Commission Programs

- Advocacy
- Public Policy Research
- Leadership Development
- Partnership



Our current initiatives

Proposing policy. OCHA and OCFW initiated and are championing SB 492 allowing paid sick time for issues related to partner abuse, SB 491 on pay equity in state contracting, and HB 3525 on notario fraud protections.

Education equity briefs. We're writing a series of key issue briefs with the Oregon Education Investment Board (OEIB) on family engagement, chronic absenteeism, disproportionate discipline, English Language Learners, and teacher diversity.

Minority apprentices in the Trades report. In partnership with BOLI we researched factors influencing disparities in graduation rates from Apprentice to Journeyman for tradespeople of color in Oregon. We reported our findings to the Oregon Labor Commissioner and in the 2015 OCBA report to the legislature.

Legislative advocacy. With community partners, the Commissions are talking with legislators and testifying on 38 individual bills in 2 legislative sessions essential for success of all Oregonians.

White House Initiative on AAPI's in Oregon. OCAPIA is partnering with the White House to bring federal department leaders to meetings in Portland and Eugene with API leaders on access to services.

Growing tomorrow's leaders

The Advocacy Commissions work to grow the number and influence of leaders of color and women within all branches of state government, its key initiatives, departmental leadership, and policy work. To do that the Commissions reach out to youth, communities of color, and women to instill the desire to serve and create pathways to leadership.

The Annual Women of Achievement Awards: Highlighting Oregon's diverse group of Women Leaders honored by the Governor. OCFW in collaboration with the OCAPIA, OCBA, and OCHA.

Youth leadership scholarships: The Advocacy Commissions work with community partners and universities to sponsor scholarships for youth from communities of color and girls to attend leadership training with their peers.

Diverse appointments and hiring: The Advocacy Commissions work with the Governor's Office to recruit specialized diverse talent to serve on state boards and commissions and in state hiring in key areas.

Success with community partners

The Advocacy Commissions work collaboratively with community and governmental partners to pursue their missions. Together they plan legislative advocacy, host joint legislative days at the Capitol, conduct voter registration, hold community and business forums, and conduct research.

Our partners include:

- Asian Pacific American Network of Oregon (APANO)
- Urban League of Portland
- Oregon Latino Health Coalition
- Oregon Latino Agenda for Action (OLAA)
- League of Women Voters
- American Association of University Women (AAUW)
- Center for Intercultural Organizing (CIO)
- Governor's Office on Diversity and Inclusion

"I strongly support partnering with the Oregon Advocacy Commissions as well as other government, educational and civic organizations in support of public policy internships. These partnerships leverage collective knowledge and expertise in civil rights and serve to help ensure equality for all Oregonians."

— OREGON ATTORNEY GENERAL ELLEN ROSENBLUM

Policy research and analysis


The Advocacy Commissions provide Masters, PhD, and law students with public policy internships addressing our priority areas. Topics include:

- Apprentice to Journeyman disparities for tradespeople of color
- Disproportionate discipline in schools
- Education disparities
- Sexual exploitation of children
- Health outcomes
- Granular data collection on victims of crime
- Wage equity

The research is conducted jointly with state partners and the Governor's Office to study statistics, best practices, or policies; analyze gaps and trends; and produce reports used by the Advocacy Commissions and their partners to inform new policies, strategic approaches and legislation.

"The sound, comprehensive studies now emerging from the internship program at the office of the Advocacy Commissions...have increased the capacity, the efficiency and the effectiveness of the commissions themselves, and their value to the communities they represent and the State as a whole."

— REP. LEW FREDERICK



Advocacy

Leadership

Partnership

Research

Strategies

OACO Interactive Data portal and related dashboards

In 2021, the OACO plans to add an interactive data portal at its redesigned website. The portal will connect policymakers and stakeholders to Oregon's equity-related data using dashboard pages. Departmental data partners will include OHA, ODHS, and ODE.

HOME | ABOUT US | ADVOCACY | CONTACT US

Oregon Advocacy Commissions Office (OACO)

Our Mission

The Oregon Advocacy Commissions Office (OACO) was established to support the statutory work of the Oregon Commissions on:

1. Asian and Pacific Islander Affairs (OCAPIA)
2. Black Affairs (OCBA)
3. Hispanic Affairs (OCHA)
4. Oregon Commission for Women (OCFW)

The Oregon Advocacy Commissions (OACO) bring the voice and equity lens of historically underserved and marginalized communities to the policy table. The OACO address the by longstanding issues, informing, providing advice for state policy and decision makers, including the Governor, Legislature, and departmental leadership, or work to improve the lives of all Oregonians and growing diverse leadership in state government.

OCAPIA	OCBA	OCHA	OCFW
Oregon Commission on Asian & Pacific Islander Affairs	Oregon Commission on Black Affairs	Oregon Commission on Hispanic Affairs	Oregon Commission for Women
About Us	About Us	About Us	About Us
Advocacy	Advocacy	Advocacy	Advocacy
Research	Research	Research	Research
Our Mission & Strategic Priorities	Our Mission & Strategic Priorities	Our Mission & Strategic Priorities	Our Mission & Strategic Priorities
Partnerships	Partnerships	Partnerships	Partnerships
Membership & Events	Membership & Events	Membership & Events	Membership & Events
Engage	Engage	Engage	Engage



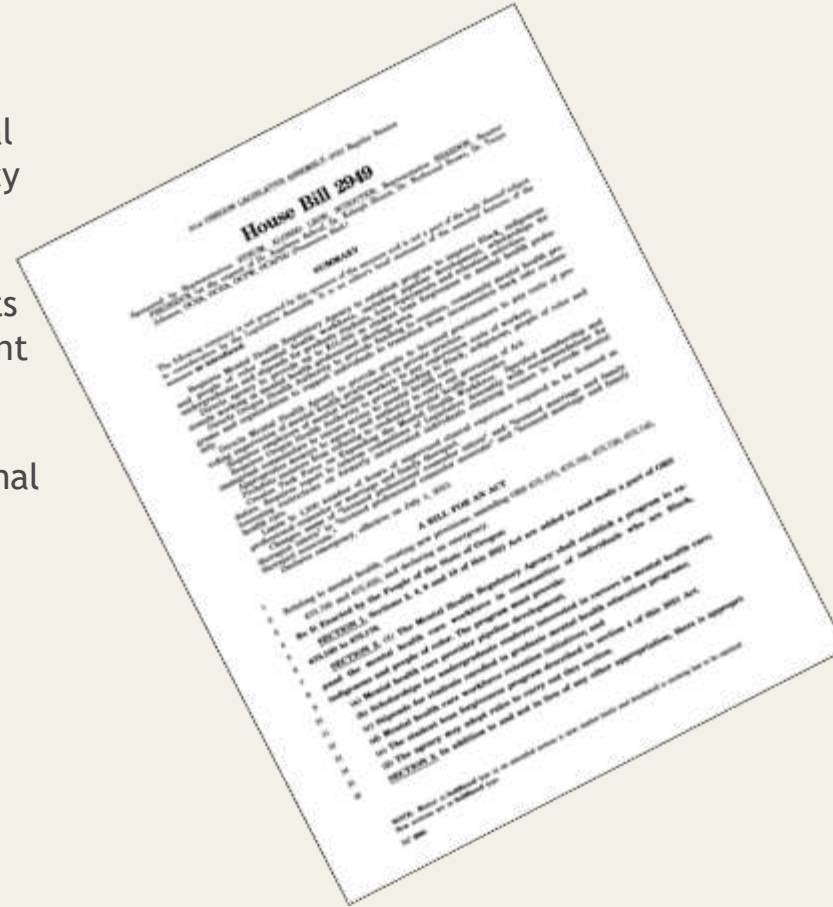
Overview of Policy Changes Informed By OAC Applied Policy Research

Recent Outcomes: 5 bills based on policy recommendations from *Crisis de Nuestro Bienestar: A Report on Latino Mental Health in Oregon*

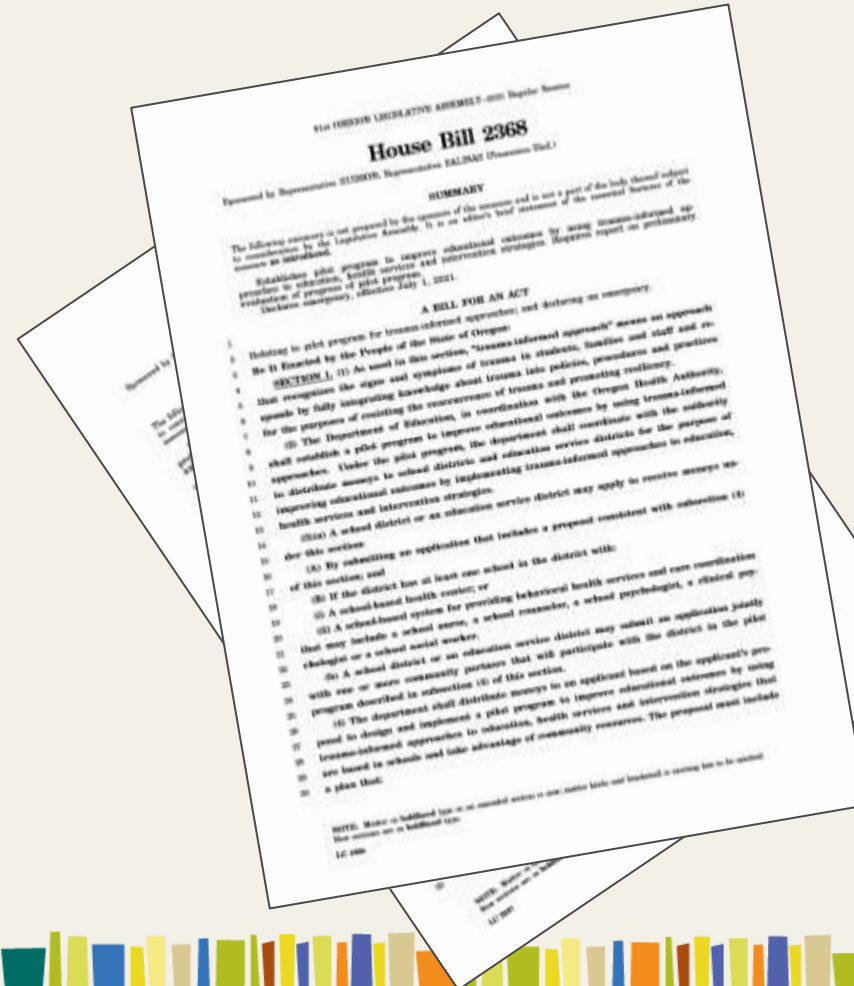


HB 2949, informed by *Crisis de Nuestro Bienestar*

HB 2949: requires Mental Health Regulatory Agency to establish program to improve BIPOC mental health workforce; directs agency to provide student loan forgiveness for providers working in mental health professional shortage areas



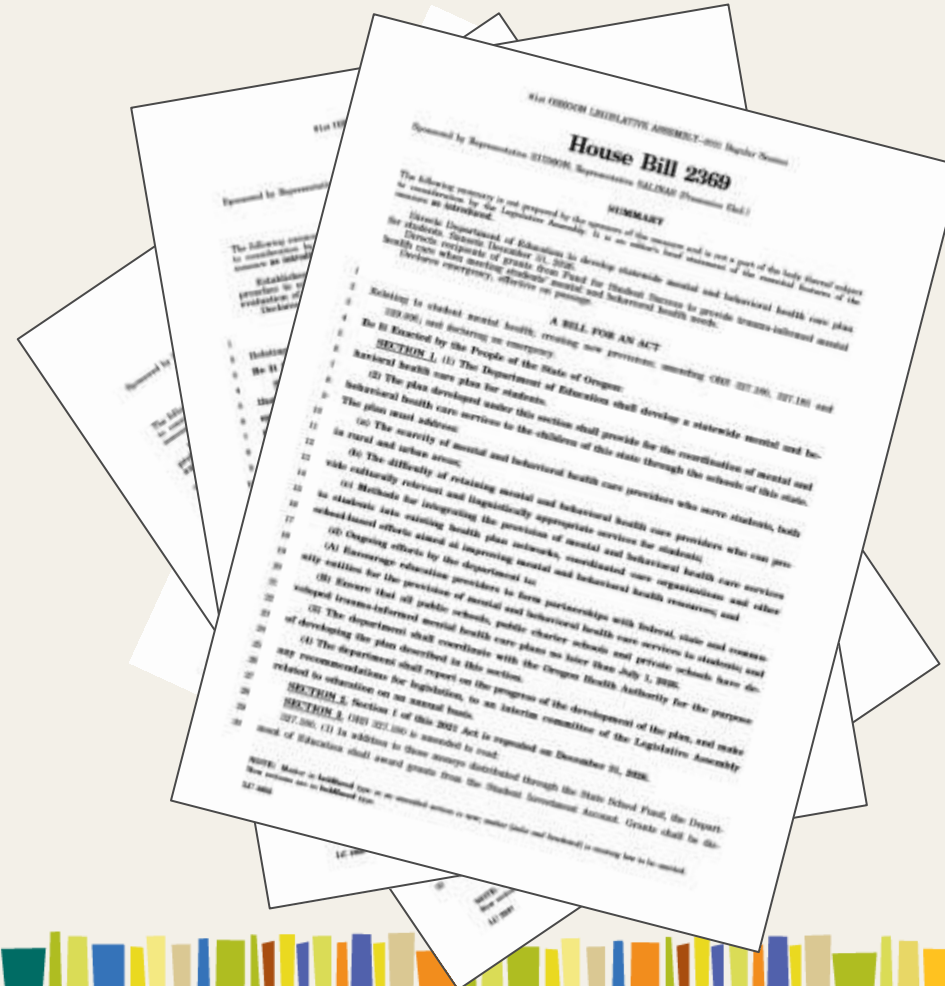
HB 2368, informed by *Crisis de Nuestro Bienestar*



HB 2368: pilot program to use trauma-informed approaches to education, health services, and intervention strategies requires Mental Health Regulatory Agency to establish program to improve BIPOC mental health workforce; directs agency to provide student loan forgiveness for providers working in mental health professional shortage areas



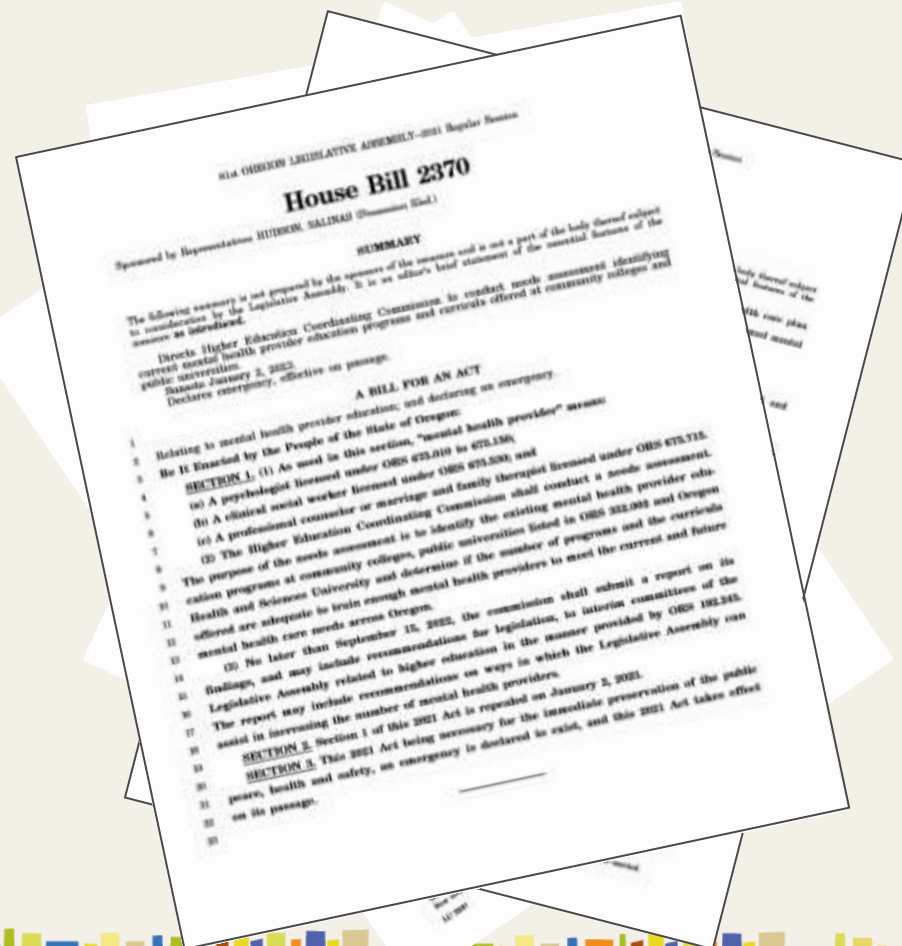
HB 2369, informed by *Crisis de Nuestro Bienestar*



HB 2369: directs ODE to develop statewide mental and behavioral health care plan for students



HB 2370, informed by *Crisis de Nuestro Bienestar*



HB 2370: directs HECC to conduct needs assessment identifying current mental health provider education programs and curricula offered at community colleges and public universities

HB 2361, informed by *Crisis de Nuestro Bienestar*



HB 2361: health care provider
incentive program by
behavioral health services
providers for Latino/a/x/
populations in Morrow,
Malheur, Hood River &
Umatilla counties



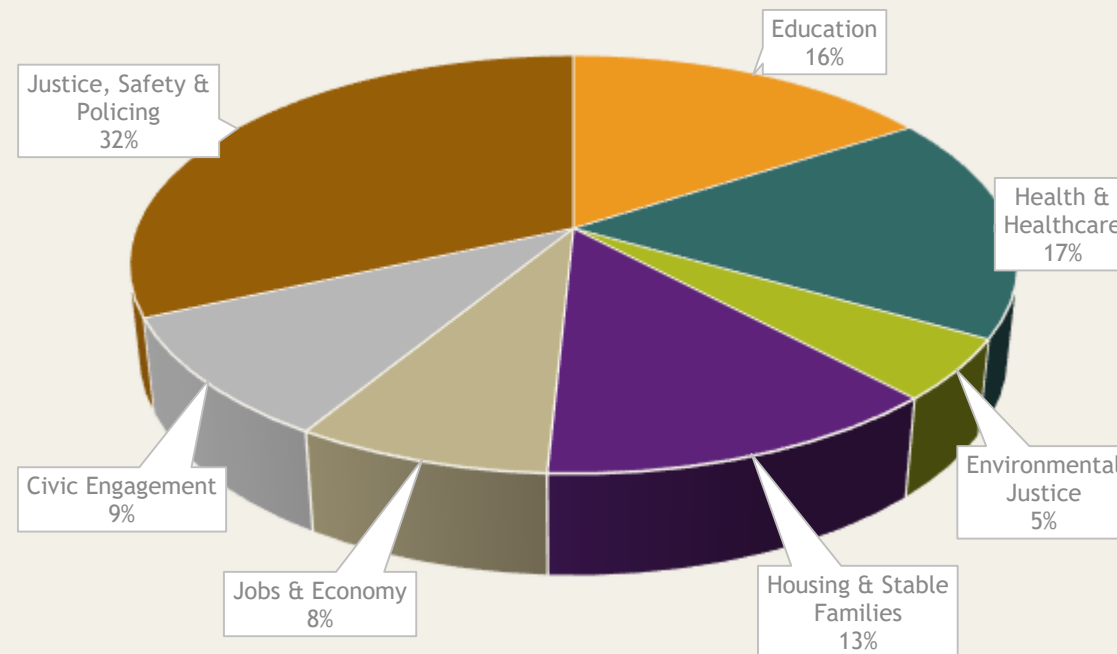
Strategies

Multiyear strategies for addressing complex issues



2019 – 2021 OAC Bill Testimonies

63 OAC Supported Bills by Subject 2019-21



How are we doing?

Key Performance Measures (KPMs)

Customer Satisfaction:

We are integrating this KPM into regular evaluations of the Executive Director, which will include an evaluation of the six criteria within all official procedures. We've got great results for 2020-21, and we will be updating this KPM in 2022 to ask the same questions, but in a more integrated way with the Advocacy Commission Chairs and each Commission's champions (who lead public policy research and other areas). They are an extremely knowledgeable group on how we are doing.

15 Best Practices Indicators: 100% achievement rating

ED performance expectations and annual review, strategic plan current and applicable; board reviews APPR, financial reports, management practices and budget; board oversight in key communications, policymaking, accounting; board training, coordination in accordance with roles, and POPs support goals of organization.



How are we doing?

New Key Performance Measure (KPM) on Partnerships and Equity Outcomes in Advocacy and Applied Policy Research

SubCommittee Action 2019:

“The General Government Subcommittee recommends approval of the KPMs and notes that the agency was asked to return in the next budget cycle with a proposed KPM that would provide feedback on the performance of the commissions based on data collected from the advocacy and research groups that the commissions work most closely with.”



How are we doing?

New Key Performance Measure (KPM):

The subject matter (name of project or effort) is important to you and your work (Relevance)

Why?

The underlying data or material shared and discussed was clear and concise. (Accuracy)

What could have made it better?

The materials/discussion/input from the (name of the workgroup or other partnership) were helpful to my understanding, and advanced important equity-focused policy work. (Helpfulness)

What could have made it better?

The time you spent in (activity) and the outcomes from the (name of the project or effort) were worthwhile and will make a difference.

(Timeliness/Influence)

What could have made it better?

The expertise represented in the (name of advocacy project or research project/workgroup) was knowledgeable and included community voices and stakeholder engagement in substantive ways. (Expertise/Engagement)

What would have made it better?

The information you needed or requested was made available to best of staff ability and bandwidth. (Availability of info)

What would have made it better?

The role and leadership of the (name of individual commission) and the Oregon Advocacy Commissions, working together with you, was important to the (name of project) and its influence on public policy, laws, rules or other areas. (Overall Effectiveness)

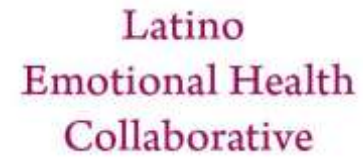
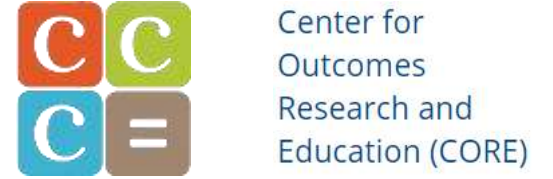
Why?



Partnerships



IMAGINE BLACK



Policy Research & Analysis



The OACs conduct research that centers communities and produces meaningful, actionable findings that inform and drive policy change.



Policy Research & Analysis

4 Applied Policy Research Studies: OCHA, OHA & ODHS

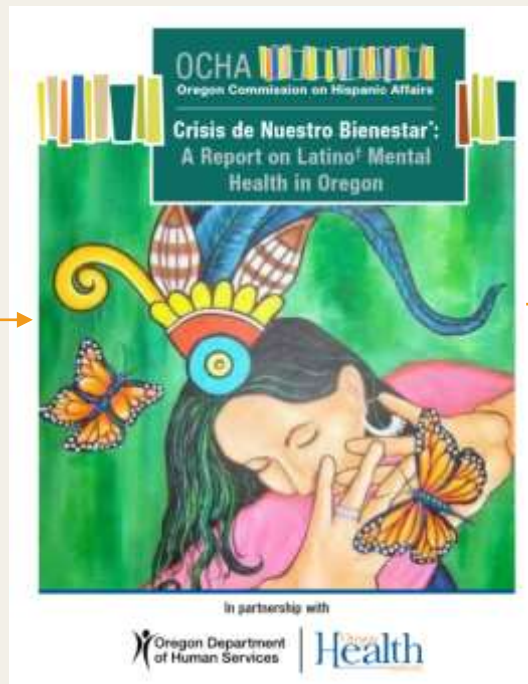
MH Disparities for Latino Oregonians

Barriers to MH for Latinos in Oregon

MH Service Disparities

Access & Barriers to MH Services for OR's Latino Population

Partnerships & conversations with:
Community Advisory Committee, OHA, ODHS, LPRO, Gov's Office



Work with:
Legislators,
Gov's
Office



HB 2361, HB 2368, HB 2949,
HB 2369, HB 2370



Policy Research & Analysis

Another good example of policy research from our Commissioners with the support of the OACO is the Research on Gender Equity in School District Leadership.

The great work of OCFW Commissioner Robin Morris Collin led to the ongoing conversations on Gender Equity in School District Leadership, the structures that hinder it, and consideration of future policy changes.



Policy Research & Analysis

Gender Equity Study – Female Superintendents in Oregon

Partners:

Coalition of Oregon School Administrators (COSA),

Governor's Office,

Oregon Dept. of Ed (ODE),

Oregon Commission for Women (OCFW)





Policy Research & Analysis

Housing Services in Rural Oregon

Partners:

Governor's Office,
Oregon Housing &
Community Services
(OHCS),

Oregon Commission on
Hispanic Affairs (OCHA)

Policy Research & Analysis

Mental Health – API Communities in Oregon

Partners:

Governor's Office,

Oregon Health Authority
(OHA),

Oregon Commission Asian
Pacific Islander Affairs
(OCAPIA)





Policy Research & Analysis **Recredentialing – Oregon’s Workforce**

Partners:

Governor’s Office,
Partners in Diversity (PID),
Oregon Commission on
Asian Pacific Islander Affairs
(OCAPIA),

Oregon Commission on
Hispanic Affairs (OCHA)

Policy Research & Analysis

As the OACs' "bridging" capacity becomes more widely known, requests for help considering policy & research questions from community-informed perspectives increase.

The OACO currently works with the following organizations in this capacity:

- ODHS' ORRAI (Office of Reporting, Research, Analytics, & Implementation)
- OCID (Oregon Child Integrated Dataset), Center for Evidence-based Policy at OHSU
- Secretary of State improving the equity-focus of program audits



Policy Research & Analysis

“The sound, comprehensive studies now emerging from the internship program at the office of the Advocacy Commissions...have increased the capacity, the efficiency and the effectiveness of the commissions themselves, and their value to the communities they represent and the State as a whole.”

- Senator Lew Frederick



Policy Research & Analysis

“What is so impressive about the Advocacy Commissions’ research work is the way that they combine solid academic research, community outreach, and practical policy proposals for community-building change.”

- Senator Michael Dembrow



Policy Research & Analysis

*“COVID has revealed that we have enormous inequities in the health care delivery system for Oregon’s Latino/a/x communities—including behavioral health. This report takes an important step in identifying those behavioral health inequities and offering solutions. **I am pleased to champion bills, based on the report, that will move our state forward to address gaps in our behavioral health system so that all Oregonians have access to the services they need.**”*

- State Representative Andrea Salinas





Leadership Development

Statutorily, the OACs work to grow the number and influence of diverse Oregonians within all branches of state government, its key initiatives, departmental leadership and policy work.

Leadership
Development

Recruiting diverse
candidates for
Oregon boards and
commissions/
Executive
Appointments





Leadership Development

Co-sponsoring leadership development training with community and business partners for communities of color and women (and appointment and engagement) and OACs' commissioner engagement:

- Governor's Behavioral Health Advisory Council
- Governor's Racial Justice Council
- Consultations by individual Commissioners on equity focused data and analytics being used in applied policy research
- Asian American Youth Leadership Conference (AAYLC)
- Japan-American Society of Oregon

Women of Achievement Awards

2019 Honorees:

Belinda Carroll
Sharon Gary-Smith
Justice Nelson
Andrea Paluso

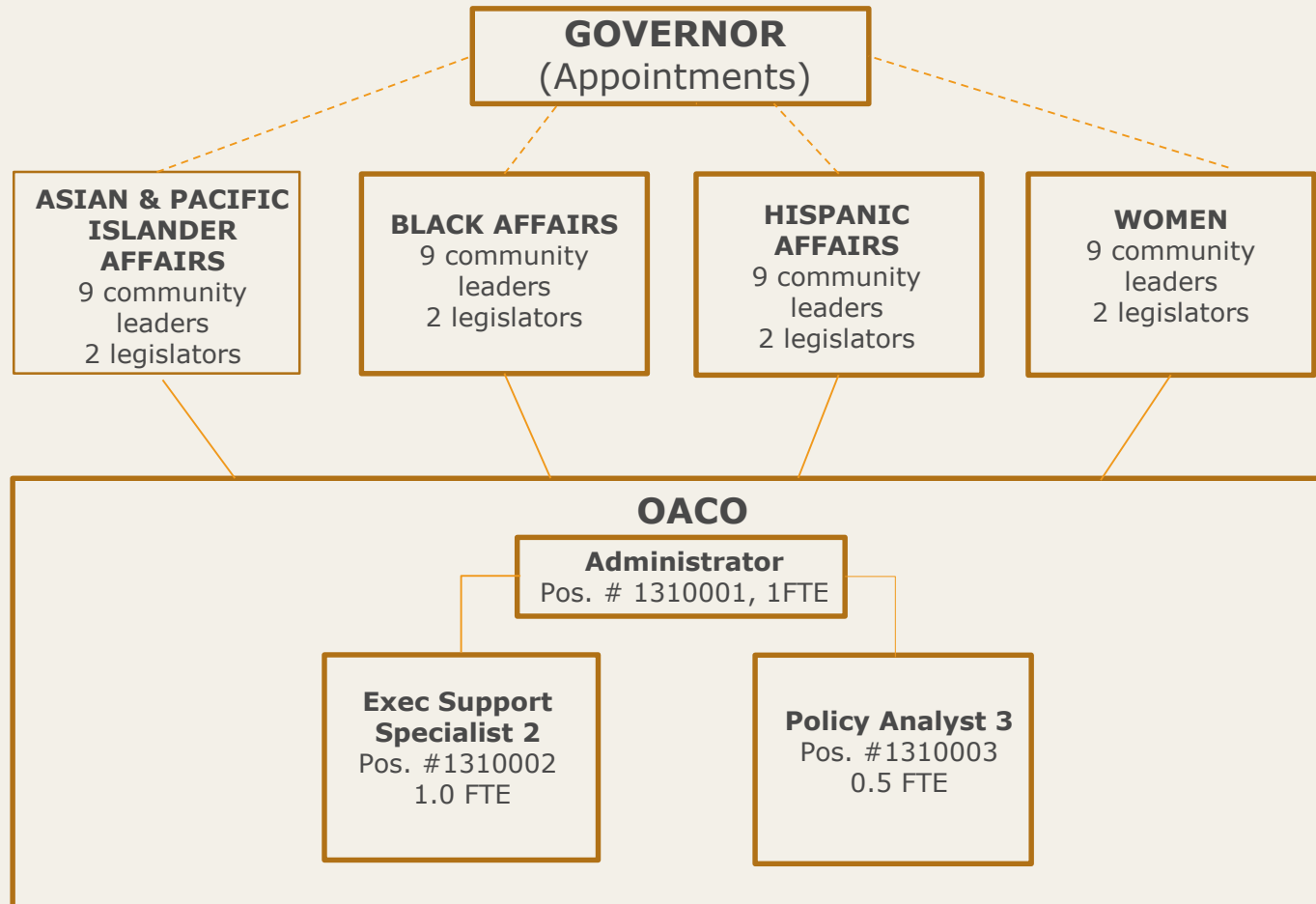


2020 Honorees:

Laila Hajoo
Debra Porta
Laura Salerno Owens
Amira Streeter



Current 2019-21 Org Chart



Major Budget Drivers & Environmental Factors

Joint Ways & Means' question to the OACs in 2013:

“What resources do you need to fully fulfill your statutory mission and duties?”

In response the Advocacy Commissions worked with the Governor's Office and DAS HR to conduct a year-long review of staff support for statutory mission in Advocacy, Public Policy Research, Leadership Development and Engagement with constituent communities.

The OACs are requesting the Legislature's help for additional investment, which they began in 2015, to implement the resulting staffing plans to increase the OPA3 from 0.5 FTE to 1.0 FTE in 2019. The OACO still remains at 2.5 FTE. The current request is to increase the OPA3 by 0.5 FTE to a full 1.0 FTE and add an additional 1.0 FTE in a new PAS2. If fulfilled this would bring the total to 4.0 FTE, enabling the agency to better service its statutory mandates.

When provided the increased FTE the agency has been able to produce abundant results as exemplified by the increases in testimony and research since 2015 and the original OPA3 0.5 FTE.



Major Changes to the Agency 2015 - 2021

- Backlog of research topics and workgroup staffing slowed by staff bandwidth
- Release of *Crisis de Nuestro Bienestar: A Report on Latino Mental Health in Oregon* and 5 associated bills based on policy recommendations from the report
- Gender Equity Research in School Leadership report and upcoming recommendations
- Addition of interactive equity database for community and policy makers at OACO's redesigned website
- Launch of OACO's redesigned, user-friendly website in 2020
- Pursuit of data sharing agreements with DHS, OHA, and ODE in support of joint policy work
- Development of interagency agreements for joint policy research and embedded staff
- Formation of OACs' work groups for OCID
- New Executive Director
- Emerging OAC Committee structure and required staffing for joint committees on strategic priorities including health, education, legislation, and intersectional analysis



Contain Costs & Improve Programs

Maintaining budget efficiencies including working from cell phones only, small office footprint, building robust distance meeting supports for 4 Commissions.

Improving Programs:

- Pursuing embedded staffing/post-graduate interns with state partners to further policy initiatives with the OACs
- Building policy related data with data sharing agreements with state partners
- Growing community engagement with regular statewide stakeholder workgroups on key issues and related policy work



Description of Programs Shared with Other Agencies

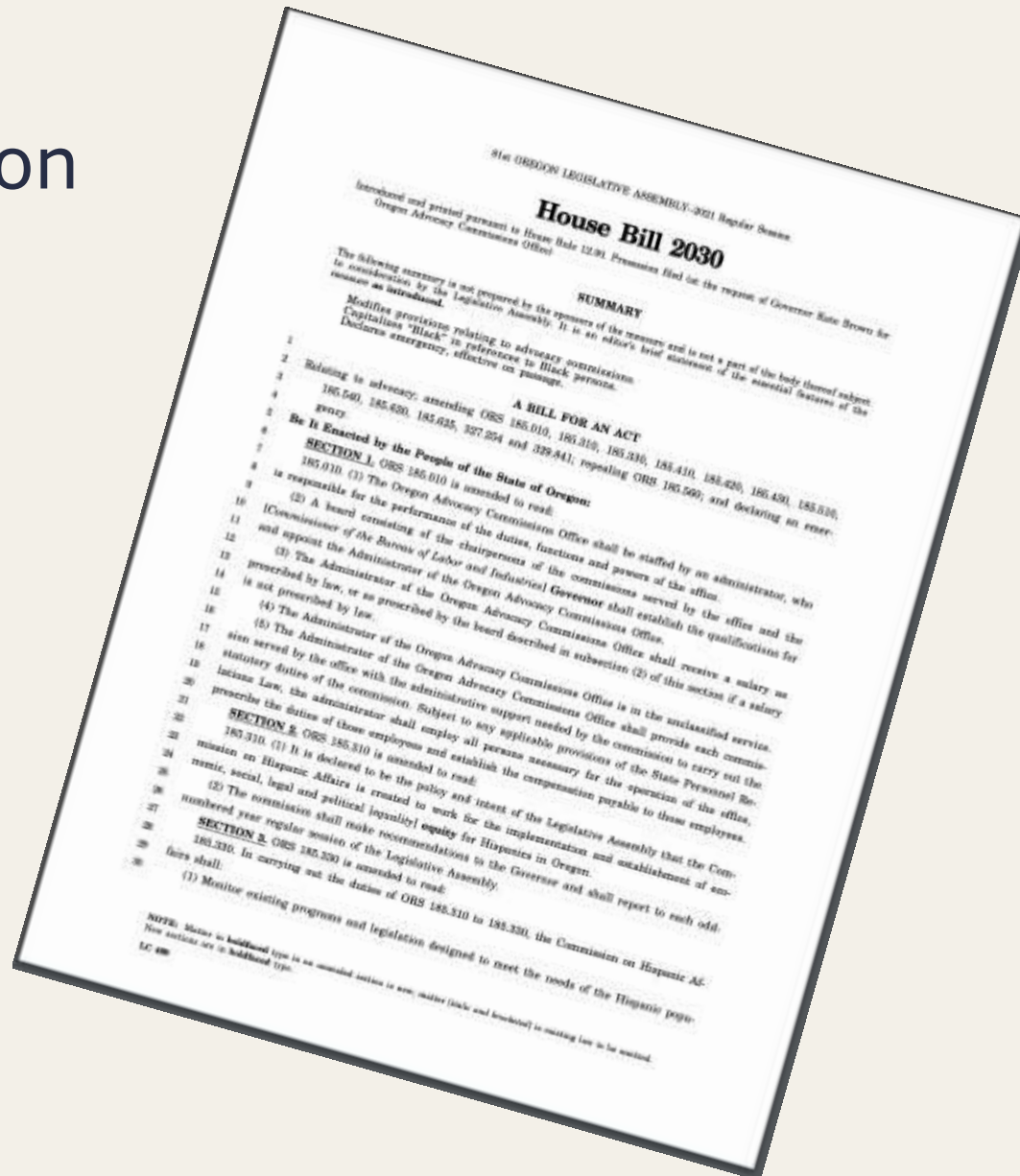
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Proposed Legislation Impacting Agency



10% Reduction Options

5% Reduction #1: \$38,872

Reduce Commission/staff travel, data support costs, professional services, replacement schedule for phones & computers.

5% Reduction #2: \$38,872

Reduce telecom, publications, office expenses, and staff reductions. Reduce ESS 2 from 1.0 to 0.87 (Loss of staff can be reduced by closing the physical office and using telecommuting policies to work from home permanently.)



Pandemic Issues

Executive Director Search and Transition provided cost savings with previous Administrator standing in on a part time basis.

The OACO realized \$77,000 in vacancy savings.

But for this vacancy savings, the pandemic would have created severe issues to the agency.



Further Legislative Investment: 1.5 FTE

In the 2015-17 biennium, the Legislature invested in the OACs by adding a 0.5 FTE OPA3 which increased the number of policy research projects and partnerships and informed more legislation at the highest levels in the OACs' history.

In the 2021-23 biennium, requesting additional 0.5 FTE investment to allow bandwidth for policy support and reliable policy workgroup staffing for all 4 Commissions; and 1.0 FTE investment for deepening and broadening community engagement.



Further Legislative Investment: 1.5 FTE

Additional .5 FTE OPA3:

Goal 2) Conduct public policy research and policy development in the OAC's seven priority areas that informs and drives equity-related policymaking each legislative session.

Overall objectives

- **Expand the equity-related research products provided by the OACs** to include a range of complexity from briefing sheets, infographics, best practices, literature and law reviews, full reports and executive summaries, to bulleted presentations.
- **Bring constituent communities into the OACs' equity policy work** with advising/listening sessions, and focus groups, in collaboration with agency, university, and community partners.
- **Develop ongoing collaborations and partnerships with interested universities statewide** for equity-focused policy research with the Advocacy Commissions. This may include research with graduate/PhD students or faculty, jointly writing grants, and co-authoring research articles impacting equity in the OACs' constituent communities.
- **Increase community and partner awareness of the OACs applied policy research with joint releases to the media of policy research** conducted between the OACs and agency partners, working with the partner agency leadership, their communications directors, and the OAC Chairs.
- **Grow capacity for rural issue and policy analysis** in all aspects of the OACs' policy research on key issues challenging constituent communities statewide, building rural research partnerships across the state.
- **Grow capacity for intersectional analysis, research, and policy development of interest between two or more of the Oregon Advocacy Commissions**, by increasing the OACO Policy Analyst 3 to full time, supporting current growth in partnership opportunities and growing staff support for OAC policy workgroups.



Further Legislative Investment: 1.5 FTE

Additional 1.0 FTE PSA2

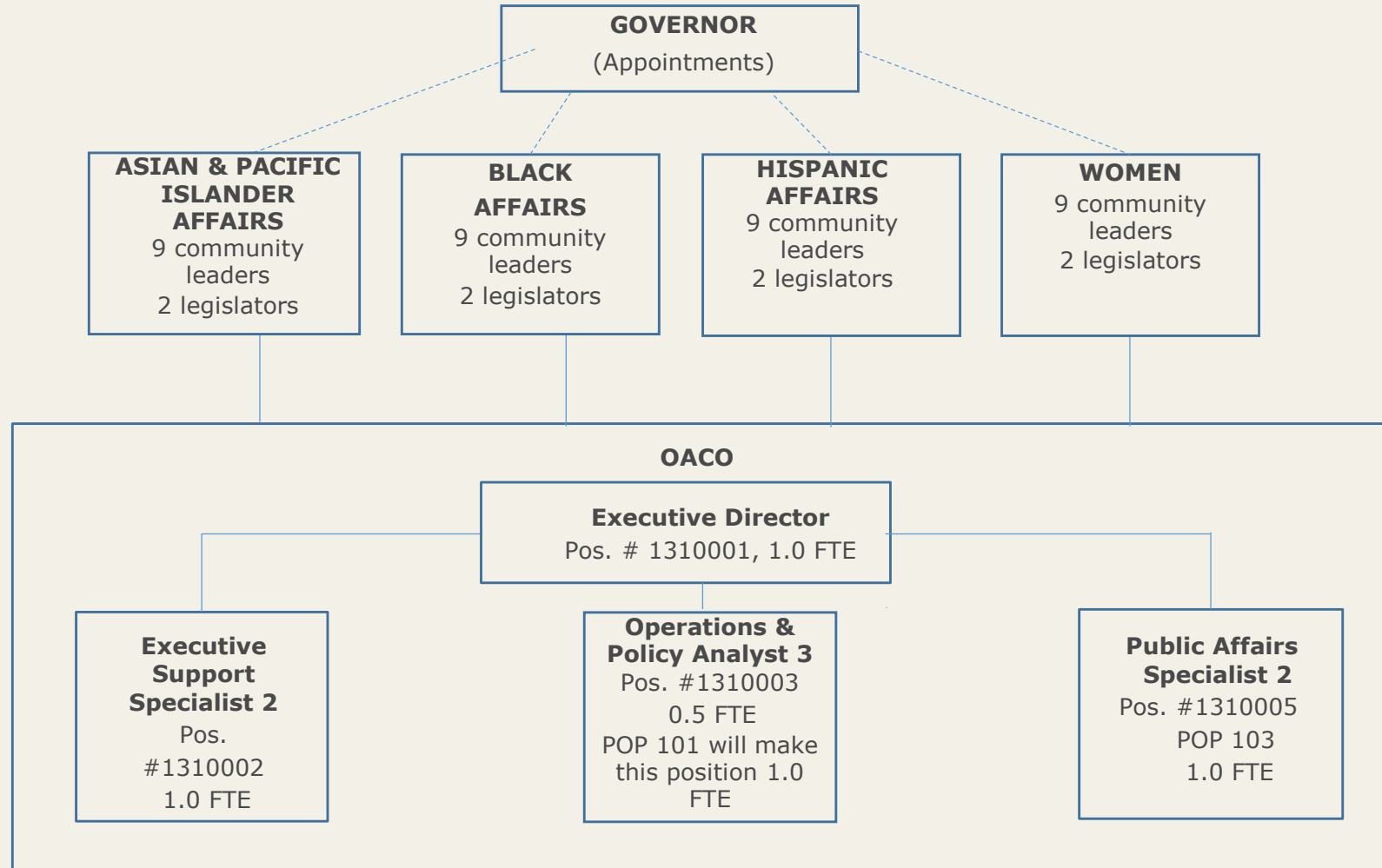
Goal 4) Build leadership development and community engagement among the Advocacy Commissions' constituent communities.

Overall objectives

- **Increase success and awareness of emerging leaders of color and women into state/local leadership roles** by recognizing the achievements of leaders within constituent communities as role models, providing culturally and gender specific leadership scholarships, and assisting Departments, Boards and Commissions to attract geographically diverse, qualified leaders of color and women into licensing, policy, advisory, and other boards .
- **Build Internship opportunities with OACO for students of color and women** through collaborative agreements with graduate schools in key fields of public policy/administration, epidemiology, sociology, social work, ethnic and women's studies, applied linguistics, education, law, criminology, and other fields intersecting the work of the Advocacy Commissions.
- **Engage community and stakeholders** in identifying, studying, and recommending policy remedies for disparities among racial and ethnic communities and women in 7 strategic areas addressed by the Advocacy Commissions.



Proposed 2021-23 Org Chart



OACO's POPs

Increasing Equity Policy Advocacy and Research

Increasing OPA3 from 0.5 FTE to 1.0 FTE

Integrating Community/Stakeholder Engagement

Adding PAS2 1.0 FTE



Current Service Level Shortfall

CSL needs to be adjusted to reflect the fact that this position is actually a PEM-D, step 10 based on CHRO review of the position and the pay equity law requirements that base the step on a new position comes in on using experience, education, etc.

- OACO Executive Director position was reclassified from PEM C to PEM D and at a new salary step. The new position classification and salary step is not reflected in the 2021-23 OACO CSL budget.
- The CFO's office has calculated the CSL adjustment amount at \$121,377.
- Cannot be absorbed with current agency resources.



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