



Oregon Advocacy Commissions Office

Advocating for Equity and Diversity throughout Oregon

OACO Reference Document


Budget Presentation

February 14, 2023

- **Agency Mission, Goals, and Historical Context**
 - The Mission of the Oregon Advocacy Commissions Office is to Support the Work of the Four Oregon Advocacy Commissions:
 - Asian & Pacific Islander Affairs (OCAPIA)
 - Black Affairs (OCBA)
 - Hispanic Affairs (OCHA)
 - Commission for Women (OCFW)
 - The Goals of the OACO are:
 - Provide Government Leaders with Insights from Underrepresented Communities
 - Advise the Governor
 - Advise the Legislature
 - Build Trust & Communication
 - Ensure that the Advocacy Commissions are an avenue of between government and community
 - Establish trust in state government with populations historically excluded from participation
 - Civic Education & Strengthen Civic Engagement for a Stronger Democracy
 - Provide education on how government works
 - Increase civic engagement of underrepresented communities



<https://www.oregonadvocacy.org/> 

503.302.9725 


oaco.mail@oregon.gov 


PO Box 17550, Portland, OR 97217 

- Encourage community voice and participation in government
- Develop & Train Leaders
- Research Disparate Impact
 - Research issues that impact constituent communities represented by the Advocacy Commissions
 - Share findings with Community and Government Leaders
- In summary, the goals are building trust in government and connecting with community, while encouraging civic engagement.
- The History of the OACO and the Advocacy Commissions
 - The Oregon Advocacy Commissions were established in different decades:
 - 1960s for OCFW
 - 1970s for OCHA
 - 1980s for OCBA
 - 1990s for OCAPIA
 - Each was created and supported by a dedicated agency, housed under DAS
 - 2003 - the four Advocacy Commissions were defunded, but the volunteer commissioners continued to work despite this
 - 2005 - the Oregon Advocacy Commissions Office (The OACO) received statutory establishment under DAS to support all four Advocacy Commissions
 - 2009 – the OACO was removed from DAS and established as a separate independent agency and staffed with two people to support the four commissions
 - 2015, a 0.5 FTE Researcher was added
 - In 2021, the Researcher was made full-time and a Public Affairs position was created bringing the OACO to 4 permanent staff
 - In 2022, the OACO was written into HB 4052 and provided 3 staff dedicated to this special project



<https://www.oregonadvocacy.org/> 

503.302.9725 

oaco.mail@oregon.gov 

PO Box 17550, Portland, OR 97217 

- Each Commission consists of 9 Governor-appointed, Senate-confirmed Commissioners, along with one State Senator and one State Representative appointed by their respective chamber leader.

- **High-level summary of agency programs, services, and organizational structure, including organizational charts, as well as any proposed organizational changes.**


- The OACO has one statutory duty, ORS 185.010 (5) The Administrator of the Oregon Advocacy Commissions Office **shall** provide each commission served by the office with the administrative support needed by the commission to carry out the statutory duties of the commission.
- However, each of the four Advocacy Commissions have between 6 and 17 broad and expansive enumerated duties with the overarching policy and intent of the Legislative Assembly that each Advocacy Commission work for the implementation and establishment of economic, social, legal, and political equity for their respective communities. Here are [the duties](#): OCHA ORS 185.310, 185.330; OCBA 185.410, 185.430; OCFW 185.510, 185.540; OCAPIA 185.620, 185.625
- The breadth and expansiveness of the Advocacy commissions’ duties can be illustrated by one common duty: monitor all existing programs and legislation designed to meet the needs of your communities.
- Given that the OACO consisted of 2.5 staff dedicated to supporting the Advocacy Commissions until 2021 and 4.0 staff today, in conjunction with voluntary advisory board commissioners, the Advocacy Commissions have never been able to fully their complete statutory mandates.
- Because of the limitation of support, the OACO has taken the approach of finding synergy between the four independent Advocacy Commissions and dividing the work of the Commissions into four buckets:
 - Advocacy
 - Public Policy Research
 - Leadership Development
 - Partnerships
 - Advocacy consists of
 - Review and Support of Legislation that Provides Positive Impact for each Advocacy Commission’s Communities (Show Pie Chart of the bills from the 2022 testimonies)
 - Providing advice to the Governor and Legislature




- Listening to community regarding issues and concerns to relay
 - Public Policy Research consists of
 - Conducting research on matters of importance to community
 - Review of policies and programs that may impact community
 - Providing analysis to decision makers
 - Leadership Development consists of
 - Developing training and mentorship programs to help develop new leaders
 - Partnering with community-based organizations and agencies to review and develop new leaders
 - Examining existing programs for efficacy
 - Partnerships consists of
 - Outreach to Community-Based Organizations
 - Connecting with various levels of government
 - Connecting with private partners on joint events
- Organization
 - The Executive Director arrived to the Agency on Budget Presentation Day two years ago and the entire staff are new. Only one other permanent staffer has reached one year of service. The Agency has been operating remotely during the entire tenure of the current Executive Director.
 - As the permanent staff has grown to four, we have made attempts to divide and specialize labor, but so much of the work is beyond the capacity of one staff member. We overlap in duties and work out of class by necessity.
 - While the Org Chart looks quite clean, the work of the Permanent Staff mixes and merges often.
 - While the Limited Duration staff are focused on their specific project, we pull labor from them to assist in the support of the work for the Advocacy Commissions.



<https://www.oregonadvocacy.org/> 

503.302.9725 

oaco.mail@oregon.gov 


PO Box 17550, Portland, OR 97217 

- **Overview of agency performance and outcome measures, how measures are used by the agency, and progress toward achieving goals.**

- The 2021-2023 Biennium was one of transition and rebuilding during the global pandemic. The OACO began the biennium with the on-boarding of a new executive director, the expansion of the research position, and the addition of a new position, while being fully remote. In the 2022 Short Session, the OACO was written into HB 4052 and supplied 3 limited duration positions to work specifically on that limited project.
- Tenured staff transitioned out and replacement staff were on-boarded, with additional transitions through December of 2022. In total from July 2021 through the present (17 months), the OACO saw several swaps, job rotations, and short tenures. In total the OACO grew from 2.5 FTE to 7.0 FTE including the limited duration staff, a 280% increase. This did not come without growing pains. In addition to the pandemic, the employment environment was very odd. Six positions were filled 13 times by 9 different people. The shortest tenure was one day. The longest is one year and two months.
- Beginning with the ED the OACO has had a 100% turnover in staff and significant loss of institutional memory.
- Recruitment, hiring, and on-boarding remotely was a major endeavor and the OACO is now at a point of stability in staffing and building out processes.
- During this period, the OACO was still able provide administrative support to the Four Advocacy Commissions.
- Highlights include the following:
 - OCAPIA
 - partnered with Rise Above Hate to plan and execute two May events
 - recruited five new commissioners
 - built out partnerships with CBOs
 - engaged with community and in events in Salem and Portland
 - responded to call for exposure to bias incident



<https://www.oregonadvocacy.org/> 

503.302.9725 

oaco.mail@oregon.gov 


PO Box 17550, Portland, OR 97217 


- OCBA
 - Produced the Bias and Hate Crimes Fact Sheet
 - Drafted the OCBA Biennium Report
 - Overhauled and reinstated internal standing committees
 - Engaged in community events in Eugene and Portland
 - Partnered with the Portland Chamber Orchestra
 - Engaged with alternative schools and job training programs
 - Engaged with CBOs and the Oregon Arts Commission
 - Participated in PSU Diversity Conference
 - Applied for grant funding and contributions from Foundations and Private Institutions

- OCHA
 - Presented at the Rural Health Conference on Mental Health and Health Equity on [the Crisis de Nuestro Bienestar Report](#), the product of two years of research and writing.
 - Presented at LatinoFest in Madras during Hispanic Heritage Month
 - Partnered with OCFW on DV work
 - Moving forward a State Holiday for the Bracero
 - Partnering on a Black and Brown Founders and Funders Entrepreneur Event



<https://www.oregonadvocacy.org/> 

503.302.9725 


oaco.mail@oregon.gov 


PO Box 17550, Portland, OR 97217 

- OCFW
 - Partnering with CBOs on strengthening DV laws and victim protections
 - Reinstating in-person Women of Achievement Awards
 - Lunch and Learn webinar panels on topics that concern women, like the Missing and Murdered Indigenous Women panel
 - WorldOregon Japanese women leaders exchange
 - Coordination and lead of a joint DV workgroup task group.
- With regard to the Key Performance Measures, the OACO met or were slightly below all six.
 - Customer Service – all six subset targets were met
 - Applied Policy Research – three of seven subsets were below the 100% target by 5%
 - Best Practices – OCAPIA – target score was 5% below the 100% target
 - Best Practices – OCBA – target score was 5% below the 100% target
 - Best Practices – OCFW – target score was 5% below the 100% target
 - Best Practices – OCHA - target score was 5% below the 100% target
- **Summary of programs, clients, numbers served, and key partners.**
 - Key Partners
 - Rise Above Hate, White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders, Oregon Health Authority, Black Pioneers, WorldOregon, Asian & Pacific Islander Community Coalition of Oregon, Portland State University – Global Diversity & Inclusion, Women’s Innovation Network, University of Oregon, Onward Eugene, Oregon Criminal Justice Commission, IRCO, Africa House, Portland Chamber Orchestra, Oregon Secretary of State, OCADSV,



<https://www.oregonadvocacy.org/> 

503.302.9725 

oaco.mail@oregon.gov 

PO Box 17550, Portland, OR 97217 

- **Significant issues that remain unresolved for 2021-23; please use the legislatively approved budget through the December 2022 meeting of the Emergency Board for any 2021-23 budget values.**

- Each Advocacy Commission has very broad and expansive duties. Each Advocacy Commission consists of volunteer advisory board members and are dependent on the Agency to provide administrative support to successfully accomplish their statutory mandates. The Agency is required to provide the necessary administrative support but is dependent on the funding decisions of the legislature.

- None of the Advocacy Commissions have ever successfully satisfied all of their statutory duties for lack of the necessary administrative support and resources. Instead, the Advocacy Commissions have operated in a manner or course of performance whereby they have attempted to accomplish some of their statutory duties.

- There remains a chronic lack of staffing and resources to adequately support each of the four Advocacy Commissions.

- **Major agency changes, budget drivers, risks, and information technology projects affecting the 2023-25 budget, such as caseloads, fees, revenue changes, cost per case issues, new investments, etc.**

- The OACO was written into HB 4052 (2022) to gather community information around health inequities and health care inequities revolving around Racism as a Public Health Crisis. The OACO was granted three limited duration positions to dedicate to this special project. The project was provided a very tight timeframe from data collection to analysis to recommendations.

- It is expected that there will be a need for extension of these limited duration positions and the special project itself in order to accurately collect and synthesize data from community members in order to provide the Legislature and OHA recommendations.

- **Important changes to the agency's budget and/or operations in the past 6 years, broken down by biennia, with an emphasis on programs initiated in 2021-23.**


- The OACO existed in critically low state during the 2017-2019 biennium. The OACO existed on an LAB of \$730,283 with 2.5 FTE to support the Four Advocacy Commissions.

- The retirement of the Administrator, combined with a failed search, and the beginning of the Pandemic set the OACO back during the 2019-2021 biennium. The Administrator was retained on a part-time basis and the production within the OACO dropped to a minimum. The capacity of the 2.5 FTE OACO dropped effectively to less than 2.0 FTE. For this biennium, a small increase was provided, bringing the LAB to \$756,596. This biennium ended with the selection of and on-boarding of a new Executive Director.

- The 2021-2023 biennium saw the OACO grow from 2.5 FTE to 4.0 FTE. The OACO lost institutional knowledge with the departure of its two long-term staff members. One having been



<https://www.oregonadvocacy.org/> 

503.302.9725 

oaco.mail@oregon.gov 

PO Box 17550, Portland, OR 97217 

in the organization for almost ten years and the other for four years. The OACO entered a period of staffing instability that has recently stabilized. The LAB grew to \$1,692,600. With the rebuild of the OACO, new systems and structures are being created to help to specialize labor where possible and increase collaboration despite the remote environment. This biennium is closing with re-entry into in-person engagement and events and the establishment of hybrid meetings to increase Commissioner participation and increase community connections.


- **Budget issues related to COVID-19, wildfires and/or other natural disasters, and emerging issues not captured in the Governor’s Budget, if applicable.**
 - n/a


- **Legislation necessary to implement the Governor’s budget proposals for the agency.**
 - n/a

- **Summary of 15% reduction options and impact of any reductions included in the Governor’s budget.**
 - 5% Reduction #1: \$64,020 - The OACO is operating 100% remote currently, which allows for elimination of Facilities & Rent. This coupled with a 75% reduction of Other Supplies & Services and the elimination of travel would arrive at a 5% reduction. Removal of travel and heavy reliance on remote operations would greatly impact the core purpose of building trust in government and connecting with community, while encouraging civic engagement.
 - 5% Reduction #2: \$56,900 - Reduction of PAS 2 position from 1.0 FTE to 0.75 FTE would arrive at an additional 5% reduction. Reduction of position would greatly hamper the promotion of the commissions and community connection. It would stunt and possibly reverse the initial efforts of building trust with community. It would be difficult to maintain the current staff member in the position and would cause additional costs in recruitment, on-boarding, and continuity. It would further sow distrust in the agency with the commissioners and create additional instability and loss of staff morale which will impact productivity. The Agency stands at 4.0 FTE and any reduction will create severe negative impact.
 - 5% Reduction #3: \$76,556 - Reduction of Agency Head from 1.0 FTE to 0.80 FTE would arrive at an additional 5% reduction. Reduction of the position would distribute more responsibility on staff to take on. It would reduce oversight of agency and ensure burden shift of responsibilities to staff and externally to shared services and decrease responsiveness. It would also likely create instability and continuity issues.



<https://www.oregonadvocacy.org/> 

503.302.9725 




oaco.mail@oregon.gov 

PO Box 17550, Portland, OR 97217 

- **Summary of long-term vacancy information requested by LFO, including number of vacancies, related budget by fund source, and length of time vacant.**
 - The OACO has no vacancies.
- **Actions the agency is taking or plans to take to create savings, contain costs, improve services, or create other efficiencies without affecting services.**
 - The OACO continues to seek out areas where the independent Advocacy Commissions align with each other. The OACO, while honoring and observing the independence of each commission, identifies areas where collaboration can be had like joint listening sessions and regional representation from sister Commissions.
 - As we exit the pandemic, a return to in-person engagement will be increase travel costs, but this will be mitigated by the use of hybrid technology, enabling the commissions to satisfy presence within community while reducing travel costs.
- **Summary of the Governor’s budget by fund source, policy option package, reductions, and other major changes.**
 - \$2,066,060 – General Fund
 - \$10,253 – Other Funds
 - \$2,076,313 – Total Funds
 - -\$11,308 – Package 093
 - POP 104 – retain three Limited Duration Positions (2.83 FTE)
- **Hyperlink to the Agency’s Governor’s Budget**

<https://www.oregon.gov/oac/Documents1/OACO%202023-25%20GRB.pdf>



<https://www.oregonadvocacy.org/> 
 503.302.9725 
oaco.mail@oregon.gov 
 PO Box 17550, Portland, OR 97217 