

2016 Council Proposed Budget Questions

- 1) **Please summarize the major spending and financing changes included in your department's 2016 budget proposal. Please list the dollar amounts associated with these changes.**

See pp. 3-6 of attachment

- 2) **How will services be affected by the proposed budget changes (please provide specific examples)?**

It is anticipated that Ramsey County will be going out for a bid on all printing services in late 2015/early 2016. River Print is currently in the process of competing for a printing bid for the Metropolitan Council and will continue to seek out business that is in River Print's areas of expertise.

- 3) **Please list any grants that are ending that have a significant impact on your budget? How are you handling it? What large grants are you applying for that will have long-term budget impacts or match requirements?**

None.

- 4) **Please describe FTE changes in your department's proposed 2016 budget? What types of position(s) and how many are being affected? If FTEs are being eliminated, please indicate if the position(s) are currently vacant or filled. If FTEs are being added, please describe the duties of the new position(s) and the need for the additional position(s).**

There was a net change of (2.50) FTEs. The department took several steps to restructure our staffing model in order to better serve our constituents. See **p. 7 of attachment** for additional detail.

- 5) **What innovations has your department recently accomplished? What innovations are you currently working on or planning for in the future?**

- Hosted 2 Procurement Fairs and invited both primes contractors and SWMBE suppliers to review 2015 key projects and opportunities for businesses
- Conducted human rights outreach/training collaboration with State Department of Human Rights, Minneapolis Civil Rights and the Minneapolis EEOC
- Delivered monthly CERT and procurement workshops to local businesses
- Collaborated with Libraries to deliver business assistance training
- Have begun a plain language initiative to ensure that our documents and forms are easy for the public to read, understand and use

- HREEO Commission has begun researching conflict-free and sweat-free procurement movements
- Are proposing a new Vendor Outreach Program (VOP) ordinance change

6) Is your department anticipating any additional large budget needs or pressures in the future? How does your department plan to address changing service demands as a result of future demographic changes?

The Contract Compliance division uses an electronic database to track prevailing wage requirements, affirmative action workforce efforts, and “new hire” tracking as required for HUD Section 3 reporting. The software cost is dictated by the number of projects that HREEO tracks, which have doubled since 2012, and therefore is putting increasing pressure on the HREEO budget.

7) If you had additional funding, what would you add to your budget to improve service delivery to the public?

The best use of any additional funds would include adding staff in the compliance division to help support the CERT program. Increased staff support would allow Contract Compliance to monitor the growth in the number of projects as described in question #6 more smoothly and more quickly.

Other items requested of all departments:

- List of fund balances with columns for name of fund; description of fund; 2012, 2013, and 2014 year-end fund balances; most recent cash balance; and notes/comments including how much is reserved and for what purpose
--HREEO currently has 4 Special Fund Accounting Units. Prior to 2014, these AU's were reported as part of the General Fund. As a result, there is no fund balance history available for these AU's.
- A list of proposed fee or rate changes with information on the amount of the fee/rate change, the reason for it, the last time the fee/rate was changed, how much the change is anticipated to raise, and homeowner impact, if applicable
None
- A detailed org chart with job titles and the number of FTEs in them and a differentiation between management and line staff, if possible **--attachment, p. 8**
- List of top 3-5 department priorities, please also include specific performance measures and department goals **--attachment, pp. 9-10**
- Completed financial summary template for the general fund and any other funds requested **--attachment. P. 11**

2016 Proposed Budget

Department of Human Rights and Equal Economic Opportunity

Fiscal Summary

	<u>2014 Adopted</u>	<u>2015 Adopted</u>	<u>2016 Proposed</u>	<u>Change</u>	<u>% Change</u>	<u>2015 Adopted FTE</u>	<u>2016 Proposed FTE</u>
Spending							
100: General Fund	1,812,058	1,853,547	2,332,837	479,290	25.9%	19.36	18.18
211: General Govt Special Projects	873,770	890,777	931,622	40,845	4.6%	4.84	4.82
610: River Print	1,463,388	1,463,388	776,434	(686,954)	-46.9%	4.80	3.50
Total	4,149,216	4,207,712	4,040,893	(166,819)	-4.0%	29.00	26.50
Financing							
100: General Fund	289,226	195,000	495,000	300,000	153.8%		
211: General Govt Special Projects	873,770	890,777	931,622	40,845	4.6%		
610: River Print	1,463,388	1,463,388	776,434	(686,954)	-46.9%		
Total	2,626,384	2,549,165	2,203,056	(346,109)	-13.6%		

Budget Changes Summary

The Department of Human Rights and Equal Economic Opportunity continues to work to better position itself to achieve its goals of developing a strong diverse workforce; developing stronger contract compliance efforts; and enhancing human rights outreach and impact services to the community, while adjusting to a changing working environment. In 2016, Ramsey County will cease utilizing River Print for its printing needs, which will require significant changes to River Print's operations. In addition to major reductions in non-personnel spending, such as supplies, one position was eliminated and a portion of another was shifted to the General Fund.

		Change from 2015 Adopted		
		<u>Spending</u>	<u>Financing</u>	<u>FTE</u>
Current Service Level Adjustments		106,112		0.02
	Subtotal:	<u>106,112</u>	<u>-</u>	<u>0.02</u>
Disparity Study				
City ordinance requires a disparity study be in place that identifies the underutilization of small, minority-owned and women-owned business enterprises for the City of Saint Paul and Saint Paul Housing and Redevelopment Authority (HRA). Courts view disparity studies that are older than 10 years as unreliable. Relying on outdated disparity studies could cause the city to be permanently enjoined from using racial, ethnic or gender criteria in consideration of bids. As such, it is planned that this be updated in 2016. HREEO will partner with the State of Minnesota, the City of Minneapolis and the Saint Paul HRA to share costs.				
	Disparity study	400,000	300,000	
	Subtotal:	<u>400,000</u>	<u>300,000</u>	<u>-</u>
Staff adjustments				
Based upon the decision by Ramsey County to discontinue using River Print, HREEO reviewed its entire staffing compliment to better utilize remaining resources to meet its goals. These included moving 0.30 FTE of the Deputy Director to the General Fund, promoting a current half-time employee to full-time and not filling 2.0 vacant Office Assistant positions.				
	Deputy Director (shift from Riverprint)	38,312		0.30
	Office Assistant	(62,999)		(1.00)
	Office Assistant	(56,975)		(1.00)
	Part-time employee moved to full-time	54,840		0.50
	Subtotal:	<u>(26,822)</u>	<u>-</u>	<u>(1.20)</u>
Fund 100 Budget Changes Total		<u>479,290</u>	<u>300,000</u>	<u>(1.18)</u>

211: General Govt Special Projects**Department of Human Rights and Equal Economic Opportunity**

This fund includes housing complaint investigations, equal employment opportunity investigations, and the Minority Business Development and Retention program.

		Change from 2015 Adopted		
		<u>Spending</u>	<u>Financing</u>	<u>FTE</u>
Current Service Level Adjustments		40,845	40,845	(0.02)
	Subtotal:	<u>40,845</u>	<u>40,845</u>	<u>(0.02)</u>
Fund 211 Budget Changes Total		<u>40,845</u>	<u>40,845</u>	<u>(0.02)</u>

610: River Print**Department of Human Rights and Equal Economic Opportunity**

River Print is an enterprise fund that is responsible for all printing, mailing, and graphics for the City and County.

		Change from 2015 Adopted		
		<u>Spending</u>	<u>Financing</u>	<u>FTE</u>
Current Service Level Adjustments		14,896	14,896	-
	Subtotal:	<u>14,896</u>	<u>14,896</u>	<u>-</u>
Reorganization				
In 2016, Ramsey County will cease utilizing River Print for its printing needs. As a result, River Print has been required to make significant changes to its operations in order to maintain financial and operational stability. Among staffing changes, one position has been eliminated, while 0.30 FTE of the Deputy Director that oversees River Print has been shifted to the General Fund. Non-personnel adjustments, such as reducing supplies to the lowered projected volume, accounts for the rest of this reduction.				
Personnel reduction		(159,118)	(159,118)	(1.30)
Non-personnel reduction		(542,732)	(542,732)	
	Subtotal:	<u>(701,850)</u>	<u>(701,850)</u>	<u>(1.30)</u>
Fund 610 Budget Changes Total		<u>(686,954)</u>	<u>(686,954)</u>	<u>(1.30)</u>

	<u>2015 Adopted</u>	<u>2016 Proposed</u>	<u>Total FTE Change</u>
FTE Totals	29.00	26.50	(2.50)

	<u>Change</u>	<u>Impact</u>	<u>Comment</u>
Riverprint Manager		(1.00)	Eliminated RP Manager position due to loss of Ramsey County contract
OA II		(2.00)	Eliminated vacant OA positions to better reallocate resources to staffing needs
Business Asst Specialist		0.50	Increased .50 FTE to full-time in the CERT program due to increased volume
Total Net FTE Change		(2.50)	

Department of Human Rights and Equal Economic Opportunity

Director
1.0 FTE

Total FTEs
26.5

Deputy Director of HREEO
1.0 FTE

Deputy Director of HREEO
1.0 FTE

Administrative
Manager
1.0 FTE

River Print
3.5 FTE

Duplicating
Equipment Operator
Print Production Lead
Worker
Equipment Operator
2-color
Graphic Designer (.5)

Procurement
6.0 FTE

Buyer I
Buyer II
Buyer II
Buyer III
Buyer III
Buyer III

Human Rights
5.0 FTE

Human Rights Specialist – Bilingual
Human Rights Specialist – Bilingual
Human Rights Specialist – Bilingual
Human Rights Specialist – Bilingual
Office Assistant IV

Contract Compliance
8.0 FTE

Human Rights Specialist
Human Rights Specialist
Human Rights Specialist - Bilingual
Research Analyst III
Administrative Assistant - VOP
Business Assistant Specialist
Business Assistant Specialist
Business Assistant Specialist



CITY OF SAINT PAUL

Christopher B. Coleman, Mayor

280 City Hall

15 West Kellogg Boulevard

Saint Paul, MN 55102-1681

Telephone: (651) 266-8900

Facsimile: (651) 266-8919

TDD: (651) 266-8977

HREEO Strategic Goals 2016

In 2016, HREEO will continue to fulfill its mission of championing justice and equity by confronting issues of discrimination and providing innovative avenues for accessibility and economic opportunity for all residents and businesses. Reaching the following goals will ensure the success of HREEO in 2016.

I. Achieve All Aspects of the Racial Equity Work Plan

HREEO is on target to meet the goals in the 2015 Racial Equity Workplan (listed below). This plan will be updated and expanded for 2016 to continue the racial equity work of the city. HREEO will also commit to developing and delivering new city-wide racial equity training in 2016.

End racial disparities within the City as an organization

1. Ensure all HREEO exams/interviews contain questions regarding racial equity &/or cultural competency
2. Use diverse networks to promote openings within the department and the city
3. Act as the super connector to develop pipeline and training programs (i.e. apprenticeship programs – EMS Academy, YWCA Class B driver's license) between HR and various departments.
4. Hire two summer interns as well as 2-4 legal interns.
5. Create a program with all vendors who are underutilized in their affirmative action plan to promote the hiring of Right Track interns as a remedy.
6. Host 2 Procurement Fairs and invite both prime contractors and small, women-owned and minority-owned business enterprises(SWMBE) suppliers to review 2015 key projects and opportunities for businesses.
7. Change the VOP Ordinance to include direct quotes for purchases under \$100K is given to SWMBE vendors as first priority.
8. Grow the CERT database and subscribers and/or collaborative members by identifying other commodities to expand into (i.e. suppliers for Saint Paul Public Schools).
9. Create a racial equity component in all RFPs which would be included in the scoring process.
10. Create small group journey teams discuss quarterly a current event topic at staff meetings.
11. Conduct Implicit Bias and Institutional Racism training.
12. Work with leadership team to develop citywide training for Racial Equity Work .

Racial Equity in City Services and Community Engagement

1. HREEO Commission will meet monthly at various culturally diverse locations around the city. The HREEO Commission will listen to guest presentations regarding their organization and the uniqueness of the location.
2. Have a presence at a minimum of 12 community outreach events per year (leadership team).
3. Host a workforce / business development program with Ramsey County Workforce in Frogtown. Identify barriers to growth and how the city can assist in moving forward.
4. Recruit and facilitate the appointment of racially diverse commissioners.
5. Train library staff on HREEO's forms & www.stpaulbids.com & procurement practices so that they can increase their technical assistance program for SWMBE vendors.
6. Quarterly journey teams present a racial equity issue to the department using one of the racial equity tools

7. Review outward facing programs and policies for Plain Language in accordance with the Obama Administration's initiative (2011) for racial understanding.
8. Prepare requirements for 2016 disparities study. Review prior disparity studies and use racial equity tool in the development of requirements.
9. Translate Section 3 certification application into Spanish.
10. Record Public Service Announcement about HREEO's services using HREEO employees in multiple languages.

Eliminate race-based disparities in our communities

1. Work with Metropolitan Economic Development Association(MEDA) to develop additional support programs beyond construction.
2. Host a workshop for CERT vendors on becoming bankable/access to capital with The Federal Reserve.
3. Develop a pilot program with OTC to introduce them to CERT vendors and have OTC pitch a project which only SWMBE vendors can respond to the proposal.
4. Identify possible labor-only construction bids with the city purchasing the material, thereby alleviating stress on SWMBE contractors that don't have enough resources for the initial purchase of materials.
5. Continue to work with Saint Paul Public Schools to understand, and implement ideas that further racial equity initiatives between both parties.
6. Host a regional meeting of national Government Alliance on Race and Equity members.
7. Host 2 youth community dialogues with police to help improve relationships

II. Begin the Disparity Study

The results of a Disparity Study will identify the utilization of small, minority-owned and women-owned businesses in the community. This will shape the priorities of the Vendor Outreach Program and other inclusion initiatives. The State released an RFP on September 21, 2015 and intends to have contracts finalized by the end of 2015. As a result, HREEO staff will spend much of 2016 working on data analysis and creating a post-implementation strategy.

III. Implement a New Strategy for River Print

By the first quarter of 2016 we anticipate losing \$700,000 in gross revenues at River Print. As a result, the business model will be redefined. A team of three current HREEO employees will be reevaluating the pricing, sales and marketing, and operational strategies of River Print. The implementation of COMET and a new website have greatly changed the way River Print conducts business. Now that we have 18 months of experience with the new system, it is an opportune time to recalibrate the processes and procedures. We anticipate the outcomes to be improved customer service experience, competitive pricing, and greater efficiency.

FINANCIAL SUMMARY FOR 2016 CITY COUNCIL BUDGET COMMITTEE PRESENTATION

Fund Name: HREEO General Fund

	<u>2014 Actual*</u>	<u>2015 Budget</u>	<u>2015 Year-to-Date*</u>	<u>2016 Proposed Budget</u>
Expenditures:				
Employee Expense	1,629,993	1,756,073	1,018,559	1,836,389
Services	113,436	72,341	59,957	471,315
Materials and Supplies	6,934	25,133	22,252	25,133
Transfers Out/Other Spending			800	
Capital Outlay				
Debt Service				
Non-operating Expense				
Total Expenditures	<u>1,750,363</u>	<u>1,853,547</u>	<u>1,101,568</u>	<u>2,332,837</u>
Financing				
(list all non-property tax revenue sources):				
Purchasing charges-Water, Port & RCVA	159,565	171,000	10,228	171,000
Affirmative Action Plan Registration Fee	24,653	24,000	17,911	24,000
Transfer from PED/HRA - for Disparity Study				300,000
Total Financing	<u>184,218</u>	<u>195,000</u>	<u>28,139</u>	<u>495,000</u>

*as of 9/1/15