



# **Requested Budget FY 2020-21**

Jo Ann Hardesty, Commissioner-in-Charge  
Mike Myers, Director





**Commissioner Jo Ann Hardesty**  
City of Portland

**TO:** Mayor Ted Wheeler  
Commissioner Chloe Eudaly  
Commissioner Amanda Fritz  
Auditor Mary Hull Caballero

**CC:** Jessica Kinard, Director, City Budget Office

**From:** Commissioner Jo Ann Hardesty

**RE:** Portland Bureau of Emergency Management's (PBEM) FY 2020-21 Requested Budget

**Date:** January 29, 2020

---

I respectfully submit PBEM's FY 2020-21 Requested Budget for your consideration.

Due to the financial forecast for the next fiscal year, I have asked the bureaus in my portfolio to refrain from making any requests for new General Funds, not inclusive of one-time capital set-aside requests. Therefore PBEM does not have any new add requests within this submission.

PBEM is actively participating in the City's Public Safety Work Group and will work collaboratively with its colleagues in the other public safety bureaus to help identify 2% savings over the next three years.

If anyone has any questions, please feel free to contact my Financial Policy Advisor, Kristin Johnson at x3-4892.

Thank you,



Commissioner Jo Ann Hardesty



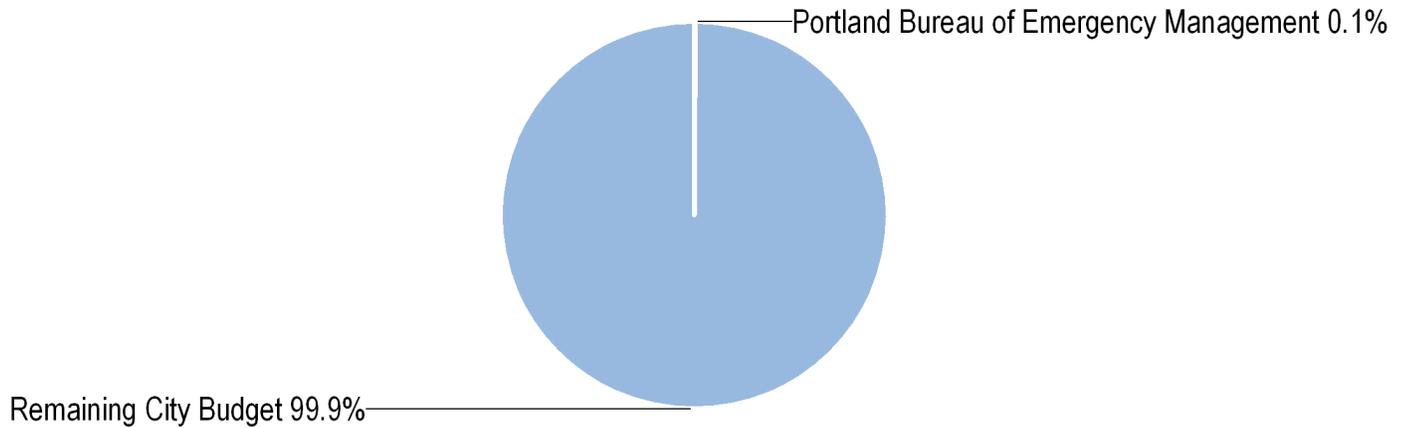
# Portland Bureau of Emergency Management

Public Safety Service Area

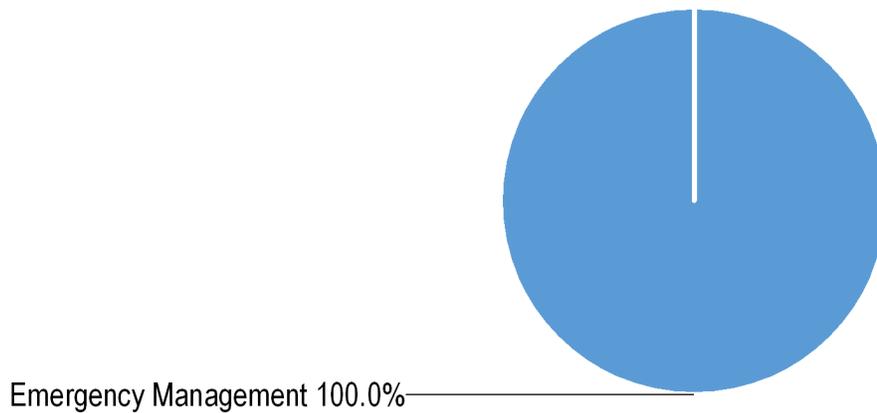
Jo Ann Hardesty, Commissioner-in-Charge

Mike Myers, Director

## Percent of City Budget Graph



## Bureau Programs

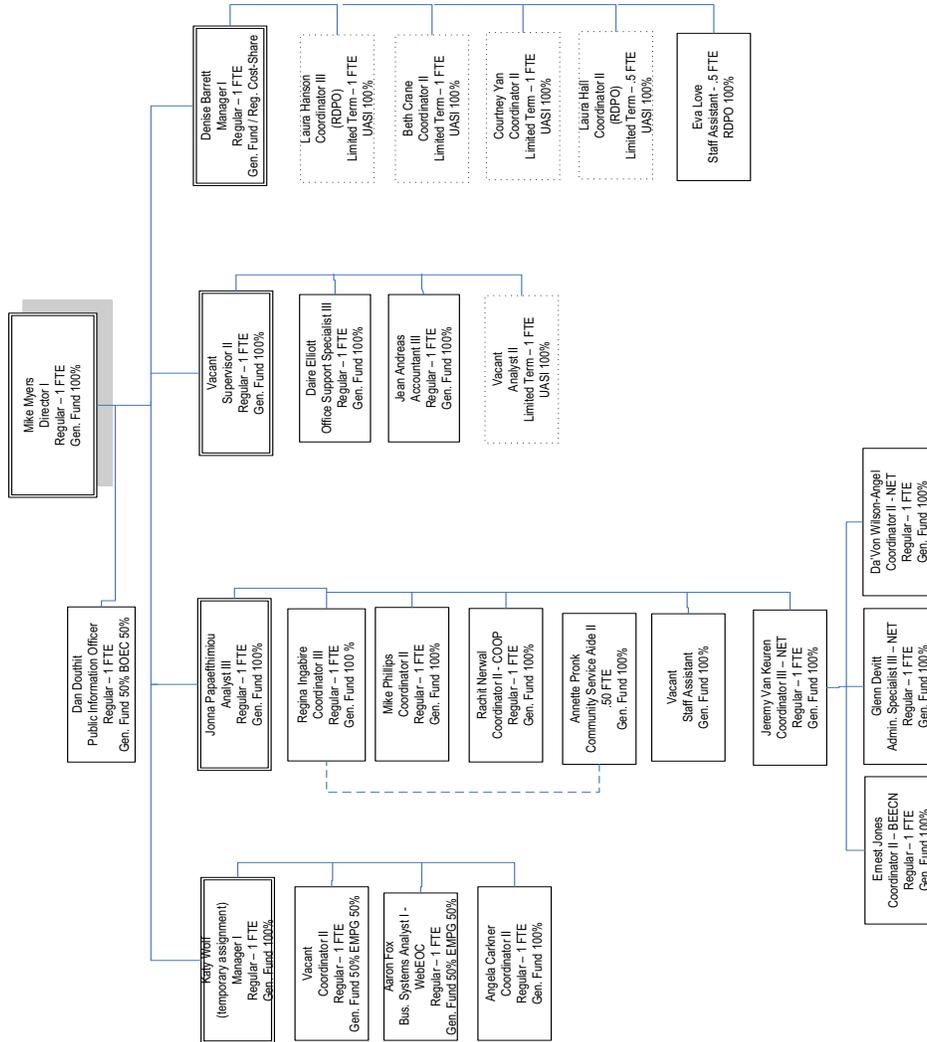


## Bureau Overview

Requirements	Revised FY 2019-20	Requested FY 2020-21	Change from Prior Year	Percent Change
Operating	\$8,040,626	\$6,997,930	\$(1,042,696)	(13)%
Capital	\$0	\$0	\$0	0%
<b>Total</b>	<b>\$8,040,626</b>	<b>\$6,997,930</b>	<b>\$(1,042,696)</b>	<b>(13)%</b>
Authorized Positions	22.50	23.00	0.50	0%

# Portland Bureau of Emergency Management

## Portland Bureau of Emergency Management



## Bureau Summary

### Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is to promote readiness, coordinate response, and build resilience for the City of Portland. PBEM develops and implements strategic planning, programs, and policies to continually advance the City's mitigation, preparedness, response and recovery capabilities.

### Bureau Overview

The Portland Bureau of Emergency Management works before, during, and after emergencies to minimize the impacts on the community and promote a culture of resilience. Resilience is the community's ability to anticipate, absorb, adapt to, and recover from environmental threats, and social or economic disruption.

### Strategic Direction

The unifying theme woven throughout the bureau's 2017-2020 Strategic Plan is a focus on our essential mission: to develop robust systems for the City's Emergency Coordination Center, to enhance the resilience of the City as an organization, and to promote community-led resilience efforts throughout the city.

The Portland Bureau of Emergency Management has begun the process of building a 2-year bridge strategic plan allowing for a structured transition from the 2017-2020 strategic plan to a more focused and priority-based plan. We believe this bridge plan will free up capacity and more align with our bureau priorities.

### Strategic Goals

Goal 1: Continue to develop the City's suite of response and recovery plans.

Through this goal, the bureau will focus on collaborative planning, participate in regional efforts, and use an equity framework to inform resilience planning and prepare historically underserved communities more effectively for disasters through community-led efforts. Priorities are to ensure all plans are kept up to date, concise, and actionable.

Goal 2: Advance Emergency Coordination Center (ECC) readiness.

Priorities for this goal include: 1) investing in training and exercises that strengthen skills for ECC responders, 2) developing and documenting procedures for all critical functions, and 3) working towards regional and statewide processes that allow for seamless post-disaster mutual aid.

Goal 3: Foster connected and resilient neighborhoods.

PBEM will build capacity for leadership at the most local level by engaging communities in culturally appropriate ways and through the consistent use of effective, research-backed messages and best practices. The Neighborhood Emergency Team (NET) program promotes community preparedness and is the bureau's most public-facing program. NET volunteers are actively used to supplement the City's emergency response efforts.

PBEM's Basic Earthquake Emergency Communication Node (BEECN) program has equipment for 50 locations to serve as initial gathering and communication points after a large-scale emergency.

Goal 4: Spur innovation and workplace excellence to build a more resilient organization.

PBEM will promote policies and practices that enable the City to serve Portlanders during disasters by meeting preparedness challenges creatively, supporting employees to be resilient in their households and planning to increase infrastructure resilience through systematic investments over time.

For several years PBEM has worked with the Bureau of Development Services and Prosper Portland on policies to mandate the retrofit of unreinforced masonry buildings. Portland has a large concentration of these buildings, particularly in the dense Central Business District, Old Town Chinatown, and along commercial corridors. These buildings were never designed to withstand shaking from earthquakes and pose a life safety risk to occupants and bystanders.

## MAJOR ISSUES

PBEM develops and updates the City's emergency response plans. These plans guide the City's actions related to food and water distribution, post-earthquake safety inspections, sewage, firefighting, law enforcement, and many other functions vital for the health, safety, and livelihoods of Portland's residents. Due to capacity issues the Planning Manager's work plans have been impacted by several new initiatives; such as upgrades to Unreinforced Masonry buildings, resilience considerations in capital asset management, and vulnerabilities at the Critical Energy Infrastructure (CEI) hub in Linnton, thus, several critical response plans are very outdated.

PBEM leadership has begun efforts to strengthen staff capacity in the planning section with the focus on updating out of date plans and the development of a comprehensive earthquake plan. Additionally, the bureau has an interest in developing a comprehensive resiliency plan for the City of Portland that focuses on long-term vulnerability reduction and community resilience.

## SUMMARY OF BUDGET DECISIONS

**Adds** PBEM does not have any add requests.

**Budget Notes**  
**Building greater**  
**efficiency in public**  
**safety**

Council directed the Chief Administrative Officer (CAO) to organize a public safety working group and make recommendations to reduce response times for first responders, triage calls more effectively to appropriate service providers, identify resources in multiple bureaus for Rapid Street Response, and make recommendations for efficiencies across all bureaus related to day-to-day business operations, technology, administration, communications and outreach, and training. Bureaus shall examine the integration of service and FY 2020-21 Program Offers to achieve efficiencies and recommended improvements. At the discretion of the CAO, the work group shall include but not be limited to representatives

from: the City Budget Office; the Bureau of Revenue and Financial Services; the Bureau of Human Resources; the Bureau of Emergency Management; the Bureau of Emergency Communications; Portland Fire and Rescue, and; Portland Police Bureau. The CAO shall present recommendations to Council no later than November, 15 2019.

# Portland Bureau of Emergency Management

## Summary of Bureau Budget

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	221	0	0	0	0
Intergovernmental	2,555,871	2,047,332	3,833,169	3,155,876	3,155,876
Miscellaneous	330	500	0	0	0
<b>External Revenues Total</b>	<b>2,556,422</b>	<b>2,047,832</b>	<b>3,833,169</b>	<b>3,155,876</b>	<b>3,155,876</b>
<b>Internal Revenues</b>					
General Fund Discretionary	831,234	1,322,132	2,097,662	1,711,198	1,711,198
General Fund Overhead	1,849,466	1,975,842	2,023,795	2,041,556	2,041,556
Interagency Revenue	10,000	65,725	86,000	89,300	89,300
<b>Internal Revenues Total</b>	<b>2,690,700</b>	<b>3,363,699</b>	<b>4,207,457</b>	<b>3,842,054</b>	<b>3,842,054</b>
Beginning Fund Balance	(4,608,377)	(5,438,263)	0	0	0
<b>Resources Total</b>	<b>638,745</b>	<b>(26,733)</b>	<b>8,040,626</b>	<b>6,997,930</b>	<b>6,997,930</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,207,102	2,699,619	2,945,115	3,380,297	3,380,297
External Materials and Services	2,974,284	2,567,577	4,146,383	2,721,482	2,721,482
Internal Materials and Services	895,622	903,430	913,354	896,151	896,151
Capital Outlay	0	29,051	35,774	0	0
<b>Bureau Expenditures Total</b>	<b>6,077,009</b>	<b>6,199,676</b>	<b>8,040,626</b>	<b>6,997,930</b>	<b>6,997,930</b>
Ending Fund Balance	(5,438,263)	(6,226,409)	0	0	0
<b>Requirements Total</b>	<b>638,746</b>	<b>(26,733)</b>	<b>8,040,626</b>	<b>6,997,930</b>	<b>6,997,930</b>
<b>Programs</b>					
Emergency Management	6,077,009	6,199,676	8,040,626	6,997,930	6,997,930
<b>Total Programs</b>	<b>6,077,009</b>	<b>6,199,676</b>	<b>8,040,626</b>	<b>6,997,930</b>	<b>6,997,930</b>

# Portland Bureau of Emergency Management

## FTE Summary

Class	Title	Salary Range		Revised FY 2019-20		Requested No DP FY 2020-21		Requested FY 2020-21	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000064	Accountant III	60,466	87,496	1.00	82,021	1.00	84,538	1.00	84,538
30003004	Administrative Specialist III	53,290	102,648	1.00	77,314	1.00	79,939	1.00	79,939
30003008	Analyst III	69,805	131,248	1.00	118,206	1.00	122,221	1.00	122,221
30003010	Business Systems Analyst I	53,290	102,648	1.00	80,870	1.00	80,870	1.00	80,870
30003028	Coordinator II	53,290	102,648	6.00	437,117	6.00	429,293	6.00	429,293
30003029	Coordinator III	63,336	109,491	2.00	192,379	2.00	198,913	2.00	198,913
30003037	Director I	111,696	197,246	1.00	197,246	1.00	197,246	1.00	197,246
30003081	Manager I	80,205	145,808	2.00	219,565	2.00	227,021	2.00	227,021
30000013	Office Support Specialist III	44,512	67,870	1.00	49,774	1.00	64,050	1.00	64,050
30003097	Public Information Officer	63,336	109,491	1.00	106,766	1.00	107,177	1.00	107,177
30003104	Supervisor II	69,805	131,248	1.00	112,632	1.00	102,291	1.00	102,291
<b>Total Full-Time Positions</b>				<b>18.00</b>	<b>1,673,890</b>	<b>18.00</b>	<b>1,693,559</b>	<b>18.00</b>	<b>1,693,559</b>
30003007	Analyst II	63,336	109,491	1.00	65,811	1.00	87,988	1.00	87,988
30003028	Coordinator II	106,580	205,296	2.50	188,097	3.00	261,613	3.00	261,613
30003029	Coordinator III	63,336	109,491	1.00	101,733	1.00	101,733	1.00	101,733
<b>Total Limited Term Positions</b>				<b>4.50</b>	<b>355,641</b>	<b>5.00</b>	<b>451,334</b>	<b>5.00</b>	<b>451,334</b>
<b>Grand Total</b>				<b>22.50</b>	<b>2,029,531</b>	<b>23.00</b>	<b>2,144,893</b>	<b>23.00</b>	<b>2,144,893</b>



# Administration & Support

## Program Description & Goals

The primary purpose of the Administration and Support program is to provide executive leadership and bureau wide support for the other bureau programs. This program includes the bureau Director's Office, public information, equity committee, human resources (HR), procurement, accounting, grants management, finance, and administrative support functions within the bureau.

The bureau's current strategic plan expired in December 2019. The bureau will complete an 18-month work plan to bridge the bureau's efforts before a new strategic plan is created in 2021.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Percentage of bureau strategic plan objectives achieved or in progress	75%	89%	90%	90%	90%
Number of new PublicAlerts registrations	6,228	2,698	5,000	5,000	5,000

## Explanation of Services

This section maintains the bureau's financial integrity. This is done through administrative support and oversight, budget development, accounting, expenditure monitoring, financial reporting, human resources, and grant administration.

When this support program is functioning well every other bureau program benefits. Many of the functions in this program are highly dependent on coordination with the related central service providers. The primary resource used in this program are employees. Currently, employees within this program don't track their time between the different activities they perform, therefore it is difficult to create a direct cost vs. benefit argument for this program. Historically, we at PBEM have not created performance indicators around many of the services in this program, as they are so dependent on central service providers and many of the services we provide don't directly impact the public. Though, each day PBEM staff are dependent on this program to: pay vendors, be paid as employees, complete ordinances, draft contracts, understand changes in accounting, understand classification and pay changes, communicate with the public, and much more. Particularly in the finance, accounting, HR, procurement, and grants functions, the number of rules that must be complied with would be nearly impossible for a bureau manager focused on administering direct program services to successfully navigate without this program. With this program, the bureau benefits from having subject matter experts available to help staff with finance and administrative tasks they are not familiar with.

Over the next fiscal year, PBEM will work to better document Administration and Support costs to show which programs receive the most support.

## Equity Impacts

Administration and Support encourages equitable outcomes through the selection of our vendors, the hiring of our employees, how we communicate, and ongoing bureau wide trainings. This program's biggest equity impact is how we impact our other bureau programs. When PBEM hires, we encourage expanded outreach, training evaluators on bias, the use of equity questions, and the use of scoring guidance for evaluators so every evaluator is scoring with similar criteria. When we communicate, we encourage simple language, dissemination in multiple languages, and providing written and audio options when feasible. The bureau's equity committee is included in this program offer.

## Changes to Program

There have been several large changes in the Administrative and Support program. In June 2019, PBEM hired a new Director. There was also turnover in the Finance Supervisor position. Therefore, of the five permanent employees in this program, there has been recent turnover in two. This has meant that staff needed to learn new positions but has also allowed new staff to bring a fresh perspective to PBEM's work.

In an effort to seek efficiencies and enhance coordination, PBEM is in the second year of sharing the Public Information Officer position 50/50 with the Bureau of Emergency Communications. This has created efficiencies because the PIO can represent both PBEM and BOEC at citywide and regional meetings. The PIO can also build media relationships once that positively impact both bureaus.

## Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
<b>Bureau Expense</b>				
External Materials and Services	2,249,482	1,756,082	173,863	240,657
Internal Materials and Services	371,745	308,430	286,564	302,413
Personnel	676,110	896,282	701,727	876,453
<b>Sum:</b>	<b>3,297,337</b>	<b>2,960,794</b>	<b>1,162,154</b>	<b>1,419,523</b>
FTE	6.9	5.3	5.5	5.5

**Resources:** This program is supported by General Fund Overhead and General Fund discretionary funding.

**Expenses:** Personnel costs represent 62% of this program's budget, due to the nature of the work provided. Internal services provided by the City, such as cell phones, computer support, and printing charges, are housed in this program for much of the bureau. Personnel is the most critical cost to ensure ongoing program delivery.

**Staffing:** 5.5 FTEs currently support this program.

**Assets and Liabilities:** N/A

## Program Information

**Bureau:** Portland Bureau of Emergency Management

**Program Contact:** Mike Myers

**Website:**

- [www.portlandoregon.gov/pbem](http://www.portlandoregon.gov/pbem)
- [www.publicalerts.org](http://www.publicalerts.org)

**Contact Phone** 503-865-6047

# Community Programs

## Program Description & Goals

PBEM's Community Resilience program conducts community outreach and training to instruct Portlanders on disaster preparedness, response, and recovery. Program goals include:

- Recruit, train, and manage skilled volunteers ready to help themselves, their families, and their neighbors after a large disaster.
- Ensure equal access to disaster preparedness and response programs regardless of race, class, gender, age, or ability. Reduce existing inequalities and promote universal design. Universal design is where program design and instruction adapt to the capacity, perspectives, and resources of each community.
- Promote business continuity planning to Portland businesses.

The community programs have been very successful. Their targets and actuals have been steadily increasing, for example the number of active Neighborhood Emergency Teams. PBEM will complete a strategic plan over the coming fiscal year. PBEM is also reorienting community programs to underserved communities. As these strategies become more defined, the strategic goals will be adjusted.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Number of new Neighborhood Emergency Team volunteers trained per year	501	344	500	350	350
Number of active NET Teams	80	87	80	90	90
Percentage of neighborhoods with active NET teams.	82%	89%	85%	90%	95%
% of NET volunteers that remain active in the program annually	96%	99%	95%	90%	95%
NET Program Diversity	N/A	0	33%	20%	33%
Outreach to historically underserved communities	N/A	0	45%	45%	65%
BEECN Program Deployment Readiness Index	N/A	0	22%	50%	80%

## Explanation of Services

PBEM's Community Resilience team delivers services through:

- The Neighborhood Emergency Team program (Portland NET). PBEM trains volunteers on post-disaster response skills such as search and rescue, triage, medical treatment, radio communications, and team organization. PBEM also offers similar classes in Spanish (the "Listos" or "Ready" program). Outputs include fully trained volunteers, organized volunteer teams, and advanced training opportunities.
- The Basic Earthquake Emergency Communications program (BEECN) where PBEM trains Portlanders on radios and provides emergency supply caches at 50 locations throughout the City. BEECN will enable neighborhoods to pass messages to and from the City Emergency Coordination Center (ECC) by radio. Outputs include deployed equipment caches, reliable radio communications, and organized volunteer teams to run the BEECN equipment.
- The Community Resilience Team also gives presentations and produces printed and web-based materials on how to prepare for emergencies and disasters. PBEM focuses on communities in Portland traditionally underserved by local government. This includes communities of color, persons with disabilities, teenagers/youth, elderly persons, and persons who have immigrated to Portland from other countries. Outputs include hours engaged by PBEM staff and volunteers educating community groups, and web-based and printed preparedness materials distribution.

### Equity Impacts

PBEM designs programs, outreach, and policies for individuals with disabilities, communities of color, and people who do not speak English as their first language. These communities are most likely to be impacted in a disaster. Historically, they have also received less government funding and benefit the most from targeted investment. All PBEM community programs are accessible and promoted to persons with disabilities. PBEM makes reasonable accommodations when requested.

PBEM collects and tracks data to measure underserved community engagement and promote equity. That data includes the PBEM volunteers' demographic data and demographic data for communities where PBEM conducts outreach events. PBEM also monitors and relies on the latest academic studies on the disproportionate impact disasters have on low income households, non-English speaking households, persons with disabilities, and communities of color.

### Changes to Program

There are no significant changes to this program.

### Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
<b>Bureau Expense</b>				
External Materials and Services	0	6,790	285,925	159,804
Internal Materials and Services	0	105	5,000	2,421
Personnel	0	0	542,647	754,229
<b>Sum:</b>	<b>0</b>	<b>6,895</b>	<b>833,572</b>	<b>916,454</b>
FTE	0	4.5	5.5	5.5

**Resources:** This program is supported by General Fund Overhead and General Fund discretionary.

**Expenses:** This program funds primarily personnel, more than 80% of its total expenditures, and wouldn't be able to meet service levels without the hard work of those employees. Other expenses include personal protective equipment, credentials, and supplies for trained volunteers. Room rental, instructor, and incidental costs for trainings. Community outreach relies on event sponsorships, printed material, and giveaways. In prior years, the expenses of this program were captured in the Operations and Planning programs.

**Staffing:** 5.5 FTE's currently support this program.

**Assets and Liabilities:** N/A

## Program Information

**Bureau:** Portland Bureau of Emergency Management

**Program Contact:** Jeremy Van Keuren

**Website:** <https://www.portlandoregon.gov/pbem/71745>

**Contact Phone** 503-823-4421

# Emergency Operations

## Program Description & Goals

The Operations Section is responsible for the City's Emergency Coordination Center (ECC), ensuring that the facility, technology, and equipment is operational and ready for use anytime. The Operations section recruits, trains, and exercises City employees on their post-disaster roles through the ECC responder program. The Operations section coordinates the PBEM Duty Officer program which trains PBEM staff on how to monitor public safety incidents, communicate with elected and appointed staff, coordinate the City's emergency response actions, and fill resource requests. The Operations section also develops written guidelines for the City's emergency response.

All training attendance is tracked. PBEM's performance measure goal of "number of hours completed by students in PBEM classes annually" is 2,000 hours. Training and exercise is planned in multi-year cycles. Some years are more training heavy; in FY 2018-19, PBEM offered 19 classes and exceeded the goal by more than 1,000 hours.

All training evaluations are tracked. Last year, PBEM's training participants who rated PBEM classes as "good" or "excellent" was 93%. In FY 2019-20, PBEM began to solicit evaluations on all exercises.

PBEM has an ECC Responder Recruitment and Training Plan. PBEM has set its own goal to recruit 167 ECC Responders and is about 80% to that goal. In 2018, 28 City staff became ECC Responders, higher than any recent year. On average, ECC Responders have completed two-thirds of their required training.

Consistent high evaluation ratings and class attendance indicate PBEM trainings are well-regarded. The uptick in ECC Responder recruitment indicates that increased exposure at City events and targeted recruitment efforts for specific positions has been successful.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Percentage of completed improvement plan tasks completed within agreed upon timeframe	72%	100%	75%	75%	75%
Percentage of participants who rate PBEM classes and exercises as "good" or "excellent";	94%	93%	80%	90%	90%
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	N/A	0	300	300	300
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	N/A	0	2,000	2,000	2,000

## Explanation of Services

The Operations section administers software needed during emergency response. One platform is WebEOC, a crisis information sharing software that allows regional staff to share information with each other. The City has been using WebEOC for over ten years. PBEM initiated an RFP process that will be completed in FY 2019-20 for upgraded crisis information sharing software. The other, called Everbridge, allows PBEM to send emergency alerts to the public and City staff. This section oversees specialized ECC technology and communications such as digital radios and satellite phones.

This section creates written guidelines that describe how the City will respond to incidents. These guidelines are developed through a coordinated process with City staff, County, and regional partner agencies.

This section develops training courses from the content in PBEM's response plans and guidelines. These courses are delivered to PBEM and Citywide staff. This section also simulates disaster exercises where staff can practice hands-on tasks that they would need to accomplish in an emergency.

Finally, this section maintains the Improvement Plan database. The exercises described above reveal weaknesses in the City's plans, training, or equipment. The Improvement Plan database guides PBEM's work plans and process improvement. This program is vitally important to the community because it ensures that Citywide staff have the equipment, training, and processes ready to respond to any emergency incident. The Operations section prepares to coordinate services such as HAZMAT evacuations, water and food distribution, firefighting, urban search and rescue, and law enforcement after major disasters.

## Equity Impacts

Generally, middle class individuals with resources and social connections beyond their neighborhood do not access government-provided resources after minor disasters. These individuals are more likely to have purchased emergency supply kits, have their own vehicles, have the resources to stay in a hotel for a few nights and/or have someone they can stay with. For example, during the Cully HAZMAT evacuation in March 2018 Multnomah County, in partnership with PBEM, provided shelter for 140 people. The primary language of those sheltered was 25% English, 48% Spanish, 21 % Somali, and 6% Maay Maay (a Somali dialect). In the neighborhood the fire was located, census data from 2010 listed the population as 49.4% White, 29.9% Hispanic and 10.1% Black.

In Hurricane Katrina, 71 % of deaths were people over 60. Individuals with limited mobility, who don't speak English, or have a low income are all disproportionately affected by disasters. Cheap housing tends to have higher risk for natural hazards. For example, homes are relatively inexpensive near Johnson Creek in Lents which floods about every five years. Historical exclusionary policies also have a disproportionate impact on those affected by disasters. Redlining often forced African Americans into areas with high natural hazard risk. In Portland, this occurred with the Vanport flood. The houseless community is impacted most frequently in Portland. Minor floods, severe cold or hot weather, and poor air quality impact the unsheltered community before it affects those in homes. The Operations section coordinates with City and County partners to plan for and provide outreach, sheltering and transportation for individuals experiencing homelessness.

Disaster research continues to show that individuals over 60, with disabilities, people of color, and low- income groups are most impacted by disasters. The national and local examples above reinforce this. Therefore, questions related to these groups are included in all PBEM exercises. The trainings present information to participants about disparate impacts and teach attendees skills to address underserved community's emergency response needs. For example, the "Winter is Coming" class is focused almost exclusively on services unhoused and disability communities need during a snowstorm.

## Changes to Program

This program was led by an interim operations manager for a second year, and one of three other operations positions was again vacant. As a result, the section continued to focus on software, equipment, and program maintenance, with a limited ability to advance other operational goals.

This section has been successful in efforts to update the City's crisis management software. Upgraded software will greatly improve communication amongst City of Portland bureaus responding to an emergency and reduce the workload on the software administrator by .25 FTE. This will increase the bureau's capacity to focus on other goals in the future.

## Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
<b>Bureau Expense</b>				
Capital Outlay	0	29,051	35,774	0
External Materials and Services	289,806	485,081	558,856	286,711
Internal Materials and Services	492,498	566,670	606,790	578,601
Personnel	500,329	684,762	627,456	460,816
<b>Sum:</b>	<b>1,282,633</b>	<b>1,765,564</b>	<b>1,828,876</b>	<b>1,326,128</b>
FTE	6	5	4	4

**Resources:** This program is supported by General Fund Overhead, General Fund discretionary, and Federal Grant funding. .

**Expenses:** This program funds the majority of the Emergency Coordination Center (ECC) facilities cost, including technology needed during an emergency activation.

**Staffing:** 4.0 FTE's currently support this program.

**Assets and** N/A

**Liabilities:**

## Program Information

**Bureau:** Portland Bureau of Emergency Management

**Program Contact:** Katy Wolf

**Website:** <https://www.portlandoregon.gov/pbem/66452>

**Contact Phone** 503-823-3874

# Planning & Mitigation

## Program Description & Goals

PBEM's Planning and Mitigation Program goal is to maintain a complete set of high-quality disaster mitigation, response, and recovery plans. Excellent plans:

- Engage all relevant stakeholders during development
- Are actionable and guide the City's emergency response and recovery actions
- Influence City policies and investments in disaster resilience
- Reflect best professional standards
- Put community needs first
- Address the disparate impacts of disasters on historically underserved communities.

FEMA and the non-profit Emergency Management Accreditation Program provide guidance on what constitutes a complete set of plans. The City's plan library is about 2/3 complete. We support and rely on Multnomah County plans for some functions such as mass sheltering and family reunification.

All plans need to be reviewed and updated every 1 - 5 years to reflect changes in technology, staff, City structures, and the evolving emergency management trends. PBEM has two performance measures for Planning; the number of plans that are up-to-date, and the number of bureaus with adequate COOP plans. The performance trend for bureaus with adequate COOP plans is positive and is expected to continue in that direction, because PBEM now has a permanent staff person who can dedicate 50% of their time to City COOP planning.

The trend for plans that are up-to-date has been declining steadily. As the number of plans increases, the amount of time needed to keep them up to date also increases. And increased awareness of hazards, especially earthquake, has also increased the demand for policies to mitigate risks; policy work is led by the same staff. The effect is that PBEM now has 23 staff but only 2 full-time planners. In contrast, Multnomah County Emergency Management has 11 staff and 4 full-time planners.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Percentage of PBEM plans that are up-to-date according to their published standards	62%	58%	70%	70%	90%
Percentage of bureaus with updated COOP plan that meet established standard	81%	66%	75%	75%	95%

## Explanation of Services

There is an approximately 26% likelihood of a major earthquake in Portland in the next 50 years. The city has made great strides in the past decade towards strengthening infrastructure and preparing to respond to this event. However, we still have much work to do. Likewise, events in other states remind us that the risks of wildland fires that impact urban areas, flooding, and landslides are significant and increasing as our climate changes. And finally, the increase in Portland's unhoused population puts more and more people at risk, because unsheltered individuals are highly exposed during severe weather, bad air days, and urban flooding.

Portland can reduce the impact of disasters by developing plans to mitigate, respond to, and recover from them. PBEM's Planning and Mitigation Program leads the disaster planning process for the City. It convenes stakeholders from other bureaus and partner agencies such as Multnomah County, the Oregon Department of Transportation, and Multnomah County Drainage District.

Together, we develop emergency response plans and identify strategies to reduce our risk over time - through targeted infrastructure investments, internal policies and practices to reduce risk, and plans to continue our essential services even following disruptive events. Each plan process takes 6 -18 months and results in a comprehensive written document that is reviewed and approved by the City's Disaster Policy Council. The plans are shared with response partners. The plan process itself also supports a culture of resilience and strengthens working relationships among participating bureaus and agencies. It creates a greater awareness of the interdependence of infrastructure and social service systems, and builds relationships amongst participants who will work together in a disaster.

## Equity Impacts

Almost all US cities maintain a set of emergency plans. PBEM seeks to be a leader in planning well for communities of color, immigrants, houseless individuals, and people with disabilities, who are historically impacted first and worst in any disaster. PBEM sought out an ADA audit of its plans two years ago, and has incorporated recommendations from that audit in each plan as it is updated. PBEM has increasingly incorporated demographic data into mitigation and response plans, and provided its planners with training on equity strategies. PBEM's Community Resilience Program has also made significant strides in engaging communities of color and immigrant communities, and has partnered with several community organizations to advance that work. The Community Resilience and Planning Programs meet regularly so that the planners can incorporate information from the community outreach program.

Under-investment in the Planning Program means the City will not have a complete library of up-to-date mitigation, response, and recovery plans. When that is the case, residents who have relatively abundant personal resources to rely on - insurance, savings accounts, food and disaster supplies, new or retrofitted homes, strong physical abilities - may still fare adequately in a disaster. Underserved communities will fall even farther behind.

## Changes to Program

Oregonians are increasingly aware of the risks posed by both earthquakes and climate change. The demand for expertise in disaster response and mitigation planning has grown. Other City bureaus and partner agencies rely on PBEM to advise and coordinate this work, and there is a growing interest in addressing policy issues related to disaster risk. PBEM's library of plans has also grown. As a result, this section struggled to keep existing plans up to date, be a strong partner to other bureaus, and deliver on goals related to unreinforced masonry buildings, critical energy infrastructure hub, and other policy issues. More planning staff are need to meet expectations for this section.

## Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
<b>Bureau Expense</b>				
External Materials and Services	186,594	172,741	305,725	98,668
Internal Materials and Services	10,238	8,909	1,101	2,247
Personnel	405,952	459,775	272,042	404,545
<b>Sum:</b>	<b>602,785</b>	<b>641,425</b>	<b>578,868</b>	<b>505,460</b>
	FTE	3	2.5	2.5

**Resources:** This program is supported by General Fund Overhead and General Fund discretionary.

**Expenses:** This program primarily funds personnel and external materials and services costs for planning and mitigation activities.

**Staffing:** 2.5 FTE's currently support this program.

**Assets and Liabilities:** N/A

### Program Information

**Bureau:** Portland Bureau of Emergency Management

**Program Contact:** Jonna Papaefthimiou

**Website:**

**Contact Phone** 503-823-3809

# Regional Disaster Preparedness Organization

## Program Description & Goals

The Regional Disaster Preparedness Organization (RDPO) is a partnership of government agencies, private companies, and non-profit organizations in the Portland Metropolitan Region (PMR) working together to build the region's resilience. The organization develops and maintains coordinated regional all-hazards disaster capabilities through planning, training and exercising, and investments in technology and specialized equipment. The PMR region encompasses Clackamas, Columbia, Multnomah and Washington Counties in Oregon, and Clark County in Washington.

The RDPO work is coordinated through a structure of committees and work groups, including Policy, Steering and Program Committees, discipline-specific work groups and other subgroups. For more information on RDPO, our Strategic Plan is posted on our website @ RDPO.net.

The City of Portland is an RDPO contributing member, with many Bureaus, including PBEM, Fire, Water, and Environmental Services, along with a City Council representative, participating in the organization's strategic and program planning processes, project design and implementation, and federal and state advocacy through one or more of the RDPO committees or workgroups. The City benefits from the RDPO's regional plan development, investments in specialized equipment and technology, and training and exercises that build disaster response capacities among first responders, managers and executives, elected officials, communities, etc. The RDPO serves as a critical platform for the City to engage in regional preparedness coordination, which acknowledges regional interdependencies and the reality that disasters do not respect jurisdictional boundaries. Many PBEM staff lead, contribute to RDPO projects and many of PBEM's programs benefit from RDPO's resources.

PBEM is the RDPO fiscal agent for administering the federal Urban Area Security Initiative grants and local member contributions. A memorandum of understanding (MOU) between RDPO and PBEM outlines roles and responsibilities of parties. Given that the UASI grants are on a reimbursement basis, Portland has the financial resource capacity to serve as the RDPO's fiscal agent, for which its governing body is grateful.

Over the next few years, the RDPO is working towards these seven strategic goals:

- Goal 1: Strengthen and sustain regional disaster preparedness coordination, collaboration, and governance.
- Goal 2: Enhance and maintain regional intelligence and information sharing, interdiction, disruption, and detection capabilities to help prevent and/or mitigate terrorism events, including cybersecurity, and other threats.
- Goal 3: Enhance the resilience of the region's critical infrastructure systems and facilities.
- Goal 4: Enhance the region's ability to identify and understand local risks, educate and better prepare the public to manage those risks, and foster long-term community well-being.
- Goal 5: Build and maintain regional response capabilities necessary to save lives, meet basic human needs, and protect property and the environment during an emergency or disaster.
- Goal 6: Build and maintain core capabilities necessary to assist affected communities, as well as the region, to recover effectively from major emergencies and disasters.
- Goal 7: Enhance and maintain regional capabilities to prepare and deliver coordinated, prompt, reliable and actionable information to the whole community before, during and after disasters.

The RDPO will spend 2020 developing its 2022 – 2027 strategic plan.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress	N/A	0	95%	95%	95%

## Explanation of Services

The RDPO is a membership organization and reaches the public, including the Portland population, through projects partners implement with UASI and locally contributed funds. Some Portland constituents have informally contributed feedback to RDPO staff that the existence of a regional collaborative disaster preparedness organization has made them feel reassured that the City is thinking and planning on a level beyond just the city for such things as catastrophic earthquakes.

The robust participation of its partners' elected leaders and staff from across the region at all levels of the RDPO in regional strategic projects that build desired capabilities is a testament to the organization's importance and value. The Portland metropolitan region has many inter-dependencies, such as critical infrastructure such as the CEI hub or transportation systems, and natural disasters do not respect jurisdictional boundaries. Predicted catastrophic events will exceed local jurisdiction's capacity to respond. Therefore, a regional collaborative organization like the RDPO makes strategic sense. It enables partners to share a common understanding and vision for disaster preparedness. It allows governments to develop and maintain capabilities that can be shared across the region. At a time when resources for this kind of work are becoming scarcer, the RDPO enables partners to wisely and efficiently use available funding.

The RDPO Strategic Plan encompasses several priority areas, including advancing equity and planning for high/critical impact events, such as earthquakes.

## Equity Impacts

RDPO has overarching strategic principles in its Strategic Plan that express a commitment to advance equity efforts in the region. These principles are: ensure equity and fairness in adopting regional policies and making investments; and use a whole community approach, considering and integrating all stakeholder groups perspectives. The RDPO has completed an assessment across the region to understand the pre- and post-disaster needs of people with disabilities and others with access and functional needs (DAFN); the RDPO and its partners are working to and apply those recommendations in program development. RDPO projects like the Just in Time Videos that will train people how to support shelters and disaster resource centers emphasizing a trauma-informed, multi-cultural approach. Other projects with strong equity components include the Multi-Lingual Communications project, LISTOS preparedness training and the Regional Recovery Planning Framework, Urban Wildfire Interface and many other projects demonstrate the application of equity principles that address the needs of vulnerable and under-served populations. The RDPO will be developing social vulnerability tools in the next two years that will continue to enhance our region and its partners abilities to refine our equity strategies and program investments.

The RDPO Program Committee has committed to add an Equity Advisor position. This position will support and guide deliberations with an equity perspective. The program committee makes program development and investment recommendations. Project proposals are evaluated with a weighted equity lens and will continue to develop and strengthen the equity criteria for proposals in the next proposal development phase.

## Changes to Program

The RDPO Program and work plan are annually updated through a process called the Projects Pipeline. RDPO partners propose projects to develop RDPO program activities. In FY 2019-20, RDPO created a new, limited-duration 1.00 FTE position and hired the RDPO Logistics Program Coordinator. This position is assigned a robust workplan of disaster resource management, logistics, and supply-chain projects under the RDPO's Resource Management Sub-Committee. That committee is seeking to secure two years of additional UASI funding to extend the position beyond its current funding, which expires in early 2022. In January 2020, the RDPO Steering Committee authorized the RDPO Managing Director/PBEM Manager I to create a new 1.0 FTE, limited duration Administrative Specialist II position supported by UASI grant funds.

In FY 2019-20, PBEM strengthened our fiscal compliance practices by implementing federal requirements in 2 CFR 200 to conduct risk assessments of our fiscal partners and base our compliance monitoring activities on the resulting analyses. In FY 2020-21, PBEM will conduct on-site monitoring with all grant recipients that will confirm our awardees administrative capabilities or identify and implement compliance strategies to ensure fiscal and administrative accountability.

## Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
<b>Bureau Expense</b>				
External Materials and Services	193,816	96,509	2,822,014	1,935,642
Internal Materials and Services	16,907	12,453	13,899	9,967
Personnel	162,230	242,098	801,243	884,254
<b>Sum:</b>	<b>372,952</b>	<b>351,060</b>	<b>3,637,156</b>	<b>2,829,863</b>
FTE	1	5.6	5	5.5

**Resources:** This program is supported by regional partners, general fund discretionary, and federal grant revenue. Without the Urban Area Security Initiative (UASI) grant, this program would not be able to meet its current service levels.

**Expenses:** This program funds the UASI grants and related projects prioritized by the RDPO. This program may often come in under budget, as UASI is a multiyear grant, where sub-recipients may spend any time during the grant period. Therefore, the entire amount of the sub-awards are budgeted, though they may not be spent.

**Staffing:** This program currently supports 5.5 FTE. As of January 2020, two positions are vacant. Due to grant funding, 4.5 FTE are limited term. Therefore, this program may experience higher rates of turnover as staff seek more secured positions

**Assets and Liabilities:** N/A

## Program Information

**Bureau:** Portland Bureau of Emergency Management

**Program Contact:** Denise Barrett

**Website:** RDPO website: <https://rdpo.net/>  
<https://drive.google.com/file/d/1CHPSPDoXRVMbos3qdHbe0AMyEu2qXGNd/view>

**Contact Phone** 503-823-5386

**Portland Bureau of Emergency Management**

PM1. Report for FY 2020-21 Requested Budget

**OUTCOME MEASURES**

Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
EM_0030 Percentage of completed improvement plan tasks completed within agreed upon timeframe		94%	72%	100%	75%	0	75%	75%
EM_0040 Percentage of neighborhoods with active NET teams.		71%	82%	89%	85%	0	90%	95%
EM_0041 Percentage of participants who rate PBEM classes and exercises as "excellent" or "outstanding"		85%	94%	93%	80%	0	90%	90%
EM_0043 Number of participants in a Portland Bureau of Emergency Management class and exercise annually		N/A	N/A	0	300		300	300
EM_0016 Percentage of bureau strategic plan objectives achieved or in progress		90%	75%	89%	90%	0	90%	90%
EM_0039 Percentage of bureaus with updated COOP plan that meet established standard		100%	81%	66%	75%	0	75%	95%
EM_0042 % of NET volunteers that remain active in the program annually		N/A	96%	99%	95%	0	90%	95%
EM_0045 Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress		N/A	N/A	0	95%		95%	95%

**OUTPUT MEASURES**

Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
EM_0038 Number of new PublicAlerts registrations		3,678	6,228	2,698	5,000	0	5,000	5,000
EM_0046 NET Program Diversity		N/A	N/A	0	33%		20%	33%

**Portland Bureau of Emergency Management**

PM1. Report for FY 2020-21 Requested Budget

Wednesday, January 29, 2020  
1:57:55 PM

EM_0047	Outreach to historically underserved communities	N/A	N/A	0	45%	45%	65%
EM_0048	BEECN Program Deployment Readiness Index	N/A	N/A	0	22%	50%	80%

**WORKLOAD MEASURES**

Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
EM_0036 Percentage of PBEM plans that are up-to-date according to their published standards		79%	62%	58%	70%	0	70%	90%
EM_0044 Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually		N/A	N/A	0	2,000		2,000	2,000
EM_0020 Number of new Neighborhood Emergency Team volunteers trained per year		511	501	344	500	0	350	350
EM_0037 Number of active NET Teams		70	80	87	80	0	90	90

## Portland Bureau of Emergency Management – Fund 100

### Plan Overview

This five-year plan of the General Fund portion of the Portland Bureau of Emergency Management budget assumes a current appropriation level of service, with out year costs escalated by City Economist provided inflation factors. The reason those assumptions are being made is because the bureau is currently part of the City's Public Safety Work Group, which needs to identify 2% cuts over the next three years across all public safety bureaus. This financial forecast does not make any assumptions about identified savings found by that work group, or how they will be apportioned, as that is ongoing work, and no decisions have been made at this time. The bureau anticipates a five year plan that will more aptly reflect that group's work in next fiscal year's budget submission.

### Revenue Assumptions

This plan assumes cost sharing revenues (interagency and intergovernmental) will be static starting in FY 2021-22. It is assumed that General Fund would escalate with inflation.

### Expenditure Assumptions

This plan assumes a straight-line escalation of costs from the FY 2020-21 plan based on City Economist issued inflationary factors.

### Expenditure Risks to the Forecast and Confidence Level

The confidence level of this five-year forecast is low, because we know that it will be impacted by the Mayor's guidance to public safety bureaus to find a collaborative 2% reduction over the next 3 years. At this time, the work group is working on identifying those savings, and because they are not prescriptive to each bureau, there is no way to tell at this time how decisions will impact PBEM's budget. The table on the next page is a view of how the General Fund portion of the bureau would look if it grew at the rate of inflation, at FY 2020-21 planned service levels, over the next five year.







City of Portland  
**Requested Budget Equity Report**

---

## **Portland Bureau of Emergency Management**

### **Requested Budget & Racial Equity Plan Update:**

- We have completed several milestones in our equity plan, such as a bureau wide equity tool used to ensure equity considerations in projects and plans, and the centering of historically underserved communities in our outreach, training, and preparedness work.
- PBEM is seeking to reprioritize some existing funds to have an outside consultant perform an equity audit that will review the bureau's work to continue improving our equity focus, and further our development as an anti-racist organization. Results from that work will be used to develop the next equity plan and the bureau's strategic plan.
- The Region Disaster Preparedness Organization (RDPO) has committed to hiring an Equity Advisor position, which will support and guide decisions at the regional level.
- Equity considerations are embedded in the design of all PBEM trainings and exercises. For example, in the Winter is Coming training, people that are unsheltered and people with disabilities are at the center of our severe winter weather planning and response.
- Our planning section works regularly with our outreach staff who focus on the needs of underserved communities, to center these communities in our plans and planning processes.

**Racial Equity Plan Link:** <https://www.portlandoregon.gov/oehr/article/595599>

### **Requested Budget Community Engagement:**

- Our budget prioritizes community engagement in historically underserved communities and our metrics show increasing success in serving these communities.
- We expect that in future years, following our anticipated outside audit of equity practices, we will develop a more structured approach to engaging communities specifically in our budget and strategic plan process. Because our Finance Manager resigned midway through the budget process, we did not have a budget advisory committee this year.

City of Portland  
**Requested Budget Equity Report**

---

**Base Budget Constraints:**

- The planning section is understaffed compared to other agencies of our size. As a result, many of our plans are out-of-date and do not reflect PBEM's current commitment to centering our work in service to historically underserved communities.
- We do not have an equity manager.

**Notable Changes:**

- The current budget does not reflect significant changes.
- The Mayor's budget note directs PBEM, along with several other public safety bureaus, to find 2% savings over the next three years. Some possible solutions may result in significant changes to PBEM's size or priorities.

**Equity Manager Role in Budget Development**

- We do not have an Equity Manager, however equity committee members (who are drawn from all programs in the bureau) have input in budget discussions for their program.

**Equity  
Manager:**

**Contact  
Phone:**

**ADA Title II Transition Plan:**

- PBEM resides in a new City building and complies with all Title II requirements. In addition, we purchase as standard sit stand desks for all staff.
- In program design, PBEM's Community Resilience Team leads with a "universal design" approach. That is, the Team actively designs programs/outreach/policies for persons with disabilities, communities of color, new Portlanders, and persons who do not speak English as their first language. The assumption is that if a program can reach and engage underserved communities, all communities will be able to access it.
- All PBEM community programming, including disaster response training, is accessible and promoted to persons with disabilities (ADA Title II compliant). PBEM is accustomed to making reasonable accommodations when requested.
- PBEM is focused on providing written materials in plain language. PBEM aims for a reading level between eighth and tenth grade.

City of Portland  
**Requested Budget Equity Report**

**Accommodations:**

- The Regional Disaster Preparedness Organization completed a regional assessment to understand the pre and post disaster needs of people with disabilities and other functional needs and apply those recommendations in program development.
- Our community outreach budgets all include funds for translation and interpretation. We also provide childcare and transportation assistance to provide better access for training and outreach events.
- Emergency messages haven't been translated into Portland's safe harbor languages. PBEM is working with communities where other languages are common to develop effective strategies to get emergency messages to them in a timely fashion. We also build relationships with community elders to ensure our messages are appropriate, and accessible to multilingual communities and those with limited English proficiency.

**Capital Assets & Intergenerational Equity**

- PBEM does not have any capital assets. However, we advocate for investment in the maintenance and systematic improvement of capital assets, so that these assets will be reliable in a disaster.
- When public infrastructure fails, underserved communities are disproportionately impacted. For example, when basement flooding occurs due to an infrastructure failure, middle-class homeowners generally rely on insurance. However, lower-income renters and people who own their homes outright (generally elders) are much less likely to have insurance and can incur costly property losses.
- Intergenerational equity and disaster resilience are entirely connected; prudent investment ensures we do not burden future residents with failed systems.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 YTD Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	---------------------------	----------------------	----------------------	---------------------

City of Portland  
**Requested Budget Equity Report**

---

**Data Tracking  
Methodology:**

- PBEM collects and tracks data to measure against goals of engaging underserved communities to promote equity. That data includes the demographic data of PBEM volunteers and outreach events. PBEM also monitors and relies on the latest academic studies on the disproportionate impact disasters have on low income households, non-English speaking households, persons with disabilities, and communities of color. We also track the number of other language requests for Public Alert sign-ups, and how many people have signed up for our additional needs registry.
- PBEM relies on case studies and published research / best practices to develop plans that will be effective in underserved communities.
- Information is collected during any after action process. After action reports highlight each observation about the incident response that requires a recommended improvement action.
- NET Dashboard: <https://www.portlandoregon.gov/pbem/article/751288>

**Hiring, Retention, & Employment Outreach:**

- PBEM continues to be significantly more racially diverse than the City as a whole. We currently have approximately 35% employees of color. Our workforce also includes veterans and people with disabilities.
- Every hire is an opportunity to make our workplace more diverse. Our position announcements and hiring processes reflect the fact that lived experience as a member of a historically underserved community is relevant to our bureau's mission.
- We also seek to support and retain our diverse workforce. We encourage staff to participate in the bureau equity committee, to participate in DEEP events, and to seek professional development opportunities that support their interests and professional goals.

**Contracting Opportunities**

- The bureau strives to procure goods & services \$10K and below exclusively from local (D/M/W/ESB) small businesses and utilizes the States COBID program for direct award procurements up to \$100K to local (D/M/W/ESB). The Finance staff also works with the Planning teams Outreach program to bring more opportunities to local (D/M/W/ESB) small businesses.

City of Portland  
**Requested Budget Equity Report**

---

### **Engaging Communities Most Impacted by Inequities**

- PBEM is explicitly committed to centering historically underserved communities in our work. We work with the community via workshops, community meetings and other events. Volunteer engagement with communities of color has slowly but steadily increased, as illustrated by the demographics of our Neighborhood Emergency Team (NET) volunteers.
- Our after-action improvement planning (evaluations we perform after an emergency incident) includes questions about the houseless and unsheltered, people with disabilities, limited English speakers and underserved communities. Our improvement plans explicitly center our most vulnerable communities.
- We provide preparedness training in multiple languages and are developing our first Spanish-language NET team.

### **Empowering Communities Most Impacted by Inequities**

- Our outreach and preparedness work focuses on engagement where the community directs the development of resources that suit their needs and preferred methods of learning and communication. An example of that is PBEM's preparedness workbook, which was developed in cooperation with multiple communities of color over several years, paying those groups for their expertise. These books are currently available in English, Spanish, Vietnamese, and simplified Chinese.