

Bureau Equity Guiding Statement: The Bureau of Emergency Management (PBEM) promotes racial equity and diversity in the workplace and fosters inclusive and accessible emergency management programs and services for all Portland residents.


Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
		Strategy: Build Organizational Knowledge									
Provide equitable city services to all residents	Racially disaggregated data (Regional Equity Atlas, Census data, etc.) informs racial equity metrics to identify vulnerable neighborhoods in need of targeted outreach and programming	Determine current available data resources that identify vulnerable neighborhoods with large communities of color	Develop a list of internal/External stakeholders that currently have equity/Title VI/LEP Policies in place					Finalized Resource List	Program Coordinator	Bureau Director	June 30th, 2017
		Identify internal and external stakeholders and begin fostering relationships	Stakeholder group meets quarterly					Finalized Stakeholder List	Program Coordinator	Bureau Director	June 30th, 2017
		Establish standard racial equity metrics for identifying vulnerable neighborhoods with large communities of color		Conduct an analysis of available resources				Finalize Metric Standard	Program Coordinator	Bureau Director	June 30th, 2018
		Incorporate standardized racial equity metrics into outreach methods and programming criteria		Racial Equity Metrics finalized	Racial Equity Metrics inform 100% of all outreach efforts	Racial Equity Metrics inform 100% of all outreach efforts	Racial Equity Metrics inform 100% of all outreach efforts	Finalize Metric Standard	Program Coordinator	Bureau Director	June 30th, 2019
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5		Lead Staff	Oversight	Due Date
Provide equitable city services to all residents	A PBEM Racial Equity Lens guides major decisions related to policies, programs, and procedures	Research and benchmark other existing emergency management Equity Lenses such as the National Hazard Mitigation Plan -Equity Lenses	Develop a list of EM Organizations with Equity Lenses	Conduct an analysis of equity lenses	Develop a standard based on best practices			Finalize and adopt standards and best practices	Planning Program Mgr	Bureau Director	June 30th, 2019
		Communicate with other agencies with a racial equity lens to gain insight into what has worked and what has not		Develop a network of agencies with Equity Lenses	Meet on a quarterly basis			Attendance at quarterly meetings with agencies	Planning Program Mgr	Bureau Director	June 30th, 2019
		Develop PBEM Racial Equity Lens and identify how it relates to each program area (operations, program dev, planning)		Take information from available Equity Lenses and begin to incorporate into PBEM at a 25% completion rate	Take information from available Equity Lenses and begin to incorporate into PBEM at a 75% completion rate	Take information from available Equity Lenses and begin to incorporate into PBEM at a 100% completion rate	Finalize and Adopt PBEM Equity Lens	Finalize and Adopt PBEM Racial Equity Lens	Planning Program Mgr	Bureau Director	June 30th, 2021
		Incorporate PBEM Racial Equity Lens into all PBEM program areas		Develop an Equity lens as it pertains to each specific program area and adapt to a 50% completion rate.	Develop an Equity lens as it pertains to each specific program area and adapt to a 100% completion rate.		Finalize and Adopt PBEM Equity Lens	Finalize and Adopt PBEM Equity Lens	Planning Program Mgr	Bureau Director	June 30th, 2021
		Review FEMA documentation and CFR 200 for guidelines on Title VI	Research and establish statutes as guidelines for Equity goals					Finalize and Adopt PBEM Equity Lens	Planning Program Mgr	Bureau Director	June 30th, 2017
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5		Lead Staff	Oversight	Due Date
Provide equitable city services to all residents	Develop and implement PBEM Limited English Proficiency (LEP) Plan	Strategy: Develop Partnerships									
		Conduct internal assessment, Identify vital documents, Identify Resources	75% complete	Document results and complete at 100%				Finalize LEP Plan	Title VI Mgr	Bureau Director	June 30th, 2018
		Identify community partners and develop relationships	Develop a list of active partners	Establish ongoing quarterly meetings				Finalize LEP Plan	Title VI Mgr	Bureau Director	June 30th, 2018
		Incorporate items above and adopt LEP Plan		Develop LEP Plan to include community partners				Adoption of LEP Plan	Title VI Mgr	Bureau Director	June 30th, 2018
		Fully implement LEP Plan		Implement LEP plan through everyday use at public events, meetings, etc.				Adoption of LEP Plan	Title VI Mgr	Bureau Director	June 30th, 2019
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5		Lead Staff	Oversight	Due Date
Provide equitable city services to all residents	PBEM allocates meaningful resources for a Racial Equity/Title VI Budget to implement its Racial Equity Plan	Strategy: Develop Equity Financial Plan									
		Identify prioritized Racial Equity Plan objectives		Develop objectives and use benchmarks, best practices, to prioritize				Line item in PBEM Adopted Budget	Equity Committee	Bureau Director	June 30th, 2018
		Determine costs to carry out programs, develop budget, request budget for Racial Equity Plan priorities		Identify programs and corresponding resources needed to successfully carry out	Conduct a financial analysis. Develop sensitivity analysis and determine best case scenario to recommend to budget	Incorporate findings into budget request		Line item in PBEM Adopted Budget	Equity Committee & Finance Mgr	Bureau Director	June 30th, 2020

Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5	Lead Staff	Oversight	Due Date	
		Implement budget: Hiring, purchasing, etc			Resource Planning: work through lead time to request personnel, technology resources, contractors, RFP's etc.	Request personnel, technology resources, contractors, RFP's etc.	Request in Budget	Line item in PBEM Adopted Budget	Equity Committee & Finance Mgr	Bureau Director	June 30th, 2021
		Monitor budget to actuals and performance measures			Create appropriate cost centers, etc in SAP and required systems in order to be able to track information successfully	Load proposed budget into systems appropriately. Develop monitoring models/ incorporate into current models	Implementation and monitoring	Line item in PBEM Adopted Budget	Equity Committee & Finance Mgr	Bureau Director	Ongoing
		Report annually on progress toward performance measures		Report Out	Report Out	Report Out	Report Out	Report Out	Equity Committee & Finance Mgr	Bureau Director	June 30th - Ongoing
		Strategy: Build Outreach Plan									
Strengthen outreach and public engagement for communities of color and immigrant and refugee communities	Emergency management outreach is inclusive of all communities of color and targeted in identified vulnerable neighborhoods with large communities of color	Determine tools to perform inclusive outreach, use current National Hazard Mitigation Plan as a best practice/template, have current NHMP Program Coordinator present on process/findings/best practices	Review and extract best practices from the NHMP process	Develop standard template for PBEM outreach				Adopt PBEM Outreach Strategy	Outreach Coordinator and Title VI Manager	Bureau Director	June 30th, 2018
		Incorporate and Implement LEP and Racial Equity Tool into outreach strategies in all PBEM areas including using a Racial Equity Toolkit to ensure the NET program is meeting the needs of communities of color and is implemented in ways that are culturally relevant.			Include LEP and Equity Guidelines into outreach standards	Include LEP and Equity Guidelines into outreach standards	Include LEP and Equity Guidelines into outreach standards	Adopt PBEM Outreach Strategy	Outreach Coordinator and Title VI Manager	Bureau Director	June 30th, 2019
		Partner and build rapport with appropriate community groups led by and/or serving people of color	Meet with community groups on a quarterly basis	Meet with community groups on a quarterly basis	Meet with community groups on a quarterly basis	Meet with community groups on a quarterly basis	Meet with community groups on a quarterly basis	Adopt PBEM Outreach Strategy	Outreach Coordinator and Title VI Manager	Bureau Director	Ongoing
		Strategy: Benchmark									
Strengthen outreach and public engagement for communities of color and immigrant and refugee communities	Multi-lingual, culturally sensitive emergency preparedness content is used throughout all PBEM activities and materials	Continue to use culturally sensitive resources already available such as FEMA's listo.gov (ready.gov) website and materials	Check websites biannually to account for new material	Check websites 2x/yr to account for new material	Check websites 2x/yr to account for new material	Check websites 2x/yr to account for new material	Check websites 2x/yr to account for new material	Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
		Continue to use existing City of Portland procurement policies for interpretation, translations, etc.	Check websites annually to account for new material	Check websites annually to account for new material	Check websites annually to account for new material	Check websites annually to account for new material	Check websites annually to account for new material	Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
		Identify other currently used documents and determine the need of translations through use of LEP Plan	Benchmark materials of other agencies every two years	Benchmark materials of other agencies every two years	Benchmark materials of other agencies every two years	Benchmark materials of other agencies every two years	Benchmark materials of other agencies every two years	Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
		Strategy: Incorporate Racial Equity into Organizational Capacity									
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	Incorporate Limited English Proficiency community members, communities of color, and underserved communities into community emergency preparedness trainings and exercises	Research and benchmark existing methods of racial equity training throughout emergency management organizations		Identify ICS Orgs	Develop Comparison Standards			Title VI and LEP Compliant Exercises	Operations Mgr/E&T Coordinator	Bureau Director	June 30th, 2019
		Identify specific racial equity training and exercises, as well as methods of training through increased individual racial equity competency	Send staff annually to equity training	Send staff annually to equity training	Send staff annually to equity training	Send staff annually to equity training	Send staff annually to equity training	Title VI and LEP Compliant Exercises	Operations Mgr/E&T Coordinator	Bureau Director	June 30th, 2019
		Develop a prioritization matrix that mandates responders to take into account underserved populations of color and increase individual racial equity competency			Send ECC responders to emergency management equity trainings	Send ECC responders to emergency management equity trainings	Send ECC responders to emergency management equity trainings	Title VI and LEP Compliant Exercises	Operations Mgr/E&T Coordinator	Bureau Director	June 30th, 2019
		Identify current gaps through use of racial equity lens, LEP Plan and benchmark results			Conduct analysis of trainings and develop checklist to identify possible gaps			Title VI and LEP Compliant Exercises	Operations Mgr/E&T Coordinator	Bureau Director	June 30th, 2020
		Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle			Use checklist as a guide to identify actions which will minimize identified gaps	Quantify resources needed to implement gap analysis		Title VI and LEP Compliant Exercises	Operations Mgr/E&T Coordinator	Bureau Director	Ongoing
		Strategy: Develop Multi-Language BEECN Program									
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	Basic Earthquake Emergency Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages			Determine BEECN priority in PBEM's process, incorporate into plans where appropriate, determine staffing needs based on priority and plans' desired use				Title VI and LEP Compliant BEECN Sites	BEECN PM / Finance Mgr	Bureau Director	June 30th, 2018

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		Develop Budget, Request budget during COP Budget Cycle		Establish staffing and materials costs, seek reliable funding if BEECNs are a critical resource	Establish staffing and materials costs, seek reliable funding if BEECNs are a critical resource	Load into requested budget	Load into requested budget	Title VI and LEP Compliant BEECN Sites	BEECN PM / Finance Mgr	Bureau Director	Ongoing
		Develop partnerships with private and public organizations who would help provide BEECN volunteers with interpretation skills			Develop rolling outreach plan to site culturally, linguistically specific BEECNs	Volunteers from the identified community are the BEECN volunteers maintaining specific BEECNs	Adapt BEECN contents/process to suit specific communities they are located in	Title VI and LEP Compliant BEECN Sites	BEECN PM / Title VI Mgr	Bureau Director	Ongoing
		Use demographic data to assess current languages		Use OEHR, other existing resources to determine language priorities	Add other vulnerability factors such as neighborhood hazards, access to emergency services to prioritize BEECN placement			Title VI and LEP Compliant BEECN Sites	BEECN PM / Title VI Mgr	Bureau Director	Ongoing
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	All PBEM staff receive ongoing training that increases racial equity expertise	Strategy: Building Organizational Knowledge		Identify training organizations/individuals, what they train on, money and time costs				Title VI and LEP Compliant BEECN Sites	Equity Committee/Business Operations Mgr	Bureau Director	June 30th, 2018
		Identify organizations providing racial equity training	Identify training needs based on Strategic plan, bureau goals/priorities and staff feedback. Tie training to other equity goals in plan.	Review training needs based on needs in Strategic and Equity plan	Continue expanding training goals as capacity increases in staff	Continue expanding training goals as capacity increases in staff	Continue expanding training goals as capacity increases in staff	Title VI and LEP Compliant BEECN Sites	Equity Committee/Business Operations Mgr	Bureau Director	Ongoing
		Identify PBEM's racial equity training needs			Review training accomplishments and establish new goals with Strategic Plan	Review training accomplishments and establish new goals with Strategic Plan	Review training accomplishments and establish new goals with Strategic Plan	Title VI and LEP Compliant BEECN Sites	Equity Committee/Business Operations Mgr	Bureau Director	Ongoing
		Ongoing dialogue and training on identified racial equity needs/topics	Input into budget to allow for a minimum of 2 trainings per year	Input into budget to allow for a minimum of 2 trainings per year	Input into budget to allow for a minimum of 2 trainings per year	Input into budget to allow for a minimum of 2 trainings per year	Input into budget to allow for a minimum of 2 trainings per year	Title VI and LEP Compliant BEECN Sites	Finance Mgr	Bureau Director	Ongoing
End disparities in city government hiring and promotions	Hiring goals are met or exceeded to increase the racial diversity of PBEM employees.	Strategy: Establishing Diversity Goals		Review City rules and policies regarding hiring/equity, create concise summary				Adoption of PBEM racial diversity recruitment guidelines	Business Operations Mgr	Bureau Director	June 30th, 2017
		Identify City of Portland racial diversity hiring goals/resources	Forcast PBEMs staffing needs based on strategic plan, leadership feedback and the state of emergency management needs in Portland	Review forcast and adjust				Adoption of PBEM racial diversity recruitment guidelines	Business Operations Mgr	Bureau Director	June 30th, 2018
		Identify how City of Portland's racial diversity hiring goals pertain to PBEM specifically			Develop standing list of racial equity questions for job interviews, based on examples and research of OEHR, other jurisdictions, etc			Adoption of PBEM racial diversity recruitment guidelines	Business Operations Mgr	Bureau Director	June 30th, 2018
		Establish recruitment guidelines specific to racial diversity hiring within PBEM			Review demographic data provied by HR regarding applicants to determine where POC are dropping out	Develop 'standard' PBEM racial equity hiring outreach to be used for all postions	Review HR data to determine any changes in PBEMs hiring goals, adjust outreach, competencies and questions	Adoption of PBEM racial diversity recruitment guidelines	Business Operations Mgr	Bureau Director	Ongoing
		Adopt/implement racial diversity recruitment guidelines each time PBEM has hiring needs					Continue review and update	Adoption of PBEM racial diversity recruitment guidelines	Business Operations Mgr	Bureau Director	Ongoing
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	A library of racial demographic data and other resources provides a foundation of information for PBEM employees to access	Strategy: Build Inhouse Library		Develop research team and allocate time to search other jurisdictions/bureaus for data. Develop process for updating and adding materiels to keep the library current. Develop criteria for adoption into library							
		Identify current racial equity resources and where resouces are housed		Review and update materials 2x/year	Review and update materials 2x/year	Review and update materials 2x/year	Review and update materials 2x/year	Model is in place, used and shared	Office Specialist II	Bureau Director	Ongoing

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		Determine how all racial equity resources or links to resources can be housed in one area i.e. database, shared drive, or other		Create 'PBEM Library' folder on S drive, subfolders	Train staff on use, assign 'librarian' to folder to maintain clarity and function			Model is in place, used and shared	Office Specialist II	Bureau Director	Ongoing	
		Develop central matrix that will allow anyone looking for this information to access quickly and efficiently		Develop index system that can be easily updated		Review and adjust system based on feedback after 1 yr use		Model is in place, used and shared	Office Specialist II	Bureau Director	Ongoing	
		Strategy: Develop Internal Scorecard										
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	PBEM is recognized as a leader in intergrating racial equity goals in emergency management planning and preparedness	Develop scorecard to measure all items in this Racial Equity Plan		Review other 'scoring methods', deveop draft for review	Test, finalize and adopt Scorecard		Review, update Scorecard	PBEM Equity Plan used as model for other agencies	Equity Mgr	Bureau Director	Ongoing	
		Apply measurements and ensure PBEM meets and exceeds plan			Train staff in scorecard use, develop SOP for scorecard inclusion in planning decisions	Intergrate scorecard measures into Manager perf. Evaluations		PBEM Equity Plan used as model for other agencies	Equity & Ops Mgr	Bureau Director	Ongoing	
		Benchmark against other emergency management organizations				Analyze existing equity goals in other Ems, measure against PBEM	Publish PBEM equity scorecard with EM documents/intrane t/other sources		PBEM Equity Plan used as model for other agencies	Equity/Ops Mgr	Bureau Director	Ongoing

Bureau Director has reviewed and approved the plan and supports the implementation of these changes over the coming five years

Director Signature:  Date 10/24/16

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