



# **Requested Budget**

## **Fiscal Year 2023-24**

Rene Gonzalez, Commissioner-in-Charge  
Shad Ahmed, Director



## PORTLAND BUREAU OF EMERGENCY MANAGEMENT

**Rene Gonzalez, Commissioner • Shad Ahmed, Director**

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TO: Mayor Ted Wheeler  
Commissioner Mingus Mapps  
Commissioner Carmen Rubio  
Commissioner Dan Ryan  
Auditor Simone Rede

CC: Timothy Grewe, Director, City Budget Office

From: Commissioner Rene Gonzalez

RE: Portland Bureau of Emergency Management's (PBEM) FY 2023 - 24 Requested Budget

Date: January 25, 2023

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Please accept the attached FY 2023-24 Requested Budget from the Portland Bureau of Emergency Management (PBEM).

PBEM coordinates emergency response, hazard mitigation, and continuity of operations planning across the City. It works in close partnership with other City bureaus and agency partners around the region to advance disaster preparedness and response. PBEM also supports the Portland Metro Regional Disaster Preparedness Organization and manages Portland's 2,000+ trained emergency volunteers.

In FY 22-23, PBEM continued to respond to an unprecedented number of emergencies. Severe heat, ice and snow, wildland fire, flooding, and landslides all impacted Portlanders in the past year. PBEM worked with responders from across the City to open shelters, keep traffic moving, ensure the safety of residents and employees, and continue the essential operations of the City.

PBEM's proposed FY 23-24 budget reflects the increasing need for emergency response in the City. In line with budget guidance, it does not make any reductions, nor does it propose any additions. It allocates existing resources in a way that clearly prioritizes emergency operations and emergency response planning—this is our most urgent work. PBEM also remains committed to a whole-community approach to building resilience, and will continue to seek resources for these efforts, including grant funding.

PBEM's budget was prepared by staff in the Community Safety Division, who provide the finance functions of the Bureau.

If you have questions, please contact PBEM Director Shad Ahmed at [shad.ahmed@portlandoregon.gov](mailto:shad.ahmed@portlandoregon.gov).

Commissioner Rene Gonzalez



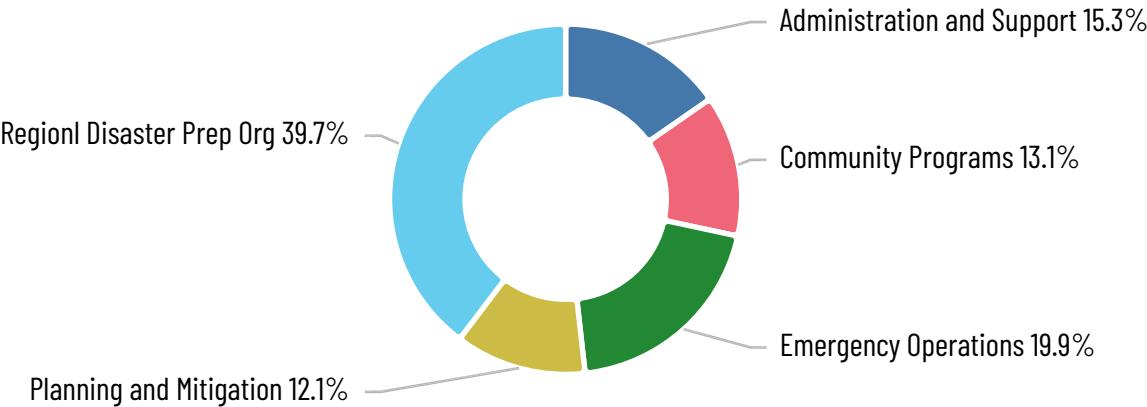
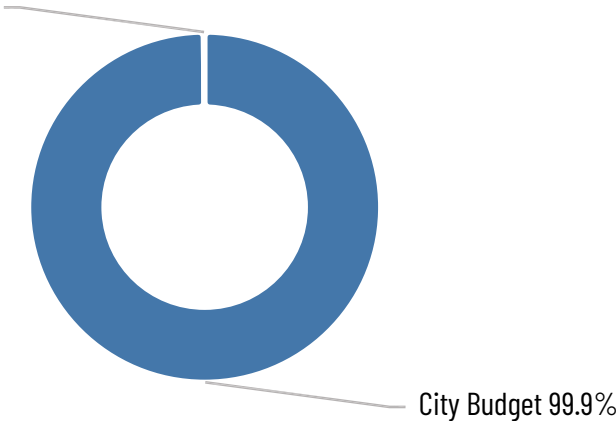
Portland Bureau of Emergency Management

Public Safety Service Area

Rene Gonzalez, Commissioner-in-Charge

Shad Ahmed, Director

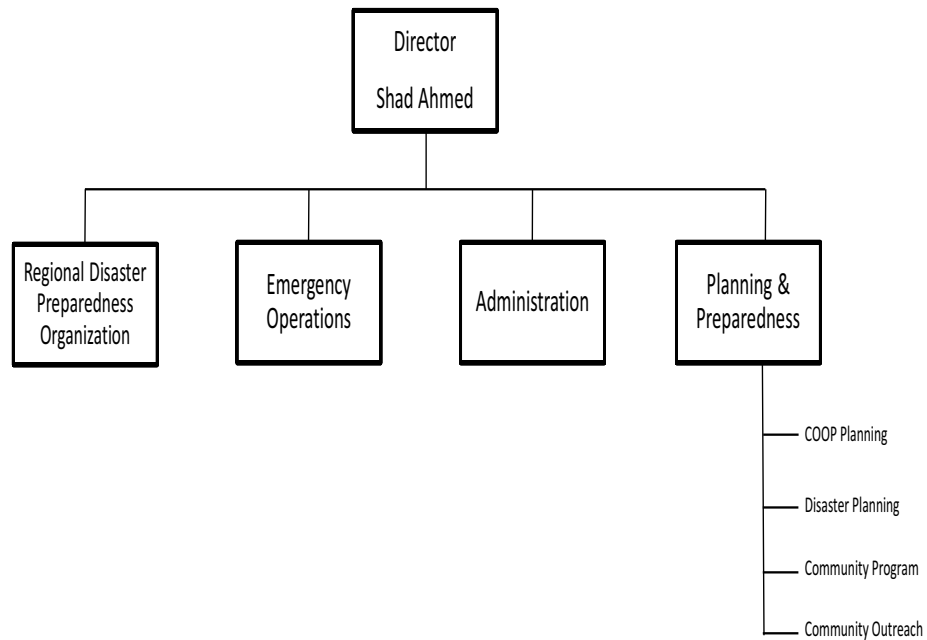
Portland Bureau of Emergency Management  
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Bureau Overview

Requirements	Revised FY 2022-23	Requested Total FY 2023-24	Change from Prior Year	Percent Change
Operating	\$11,779,808	\$7,753,112	\$(4,026,696)	(34)%
Capital				
Total	\$11,779,808	\$7,753,112	\$(4,026,696)	(34)%
Authorized Positions	27.90	24.65	(3.25)	(11.65)%

## Portland Bureau of Emergency Management



## Bureau Summary

### Bureau Mission

The mission of the Portland Bureau of Emergency Management (Emergency Management) is to promote disaster readiness, coordinate response, and build resilience for Portland. Emergency Management develops and implements plans, programs, and policies to 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 negative impacts to the community and build a resilient Portland. We seek to center our work in service to the communities that face the greatest risk from disasters: Black, Indigenous, and other communities of color; immigrants; refugees; and people with disabilities.

### Base Budget Adjustments

Emergency Management's base budget includes an adjustment for a doublefill Admin Specialist to assist with critical policy development and program support. Two limited term Shelter Coordinator positions were removed from the base budget because funding from a two-year decision package will be requested in carryover.

# Portland Bureau of Emergency Management

Public Safety Service Area

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
<b>OUTCOME</b>					
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	127	85	150	150	300
Percentage of neighborhoods with active NET teams.	92%	93%	94%	95%	95%
Percentage of bureaus with updated COOP plan that meet established standard	65%	70%	75%	75%	95%
% of NET volunteers that remain active in the program annually	93%	98%	92%	95%	95%
Percentage of completed improvement plan tasks completed within agreed upon timeframe	30%	100%	100%	100%	100%
Percentage of participants who rate PBEM classes and exercises as good or excellent	75%	94%	90%	90%	90%
Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress	95%	95%	NA	95%	95%
<b>OUTPUT</b>					
Number of new PublicAlerts registrations	63,116	3,469	5,000	5,000	5,000
BEECN Program Deployment Readiness Index	47%	48%	50%	50%	80%
Outreach to historically underserved communities	25%	25%	65%	100%	65%
NET Program Diversity	18%	19%	22%	25%	33%
<b>WORKLOAD</b>					
Number of active NET Teams	1	88	89	89	90
Number of new Neighborhood Emergency Team volunteers trained per year	20	96	200	250	350
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	306	1,148	900	900	2,000
Percentage of PBEM plans that are up-to-date according to their published standards	46%	58%	60%	60%	90%

# Portland Bureau of Emergency Management

Public Safety Service Area

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested No DP FY 2023-24	Requested Total FY 2023-24
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	25,742	0	0	0	0
Intergovernmental	2,285,476	5,251,187	5,293,718	3,637,824	3,637,824
Miscellaneous	0	(359)	0	0	0
<b>External Revenues Total</b>	<b>2,311,219</b>	<b>5,250,828</b>	<b>5,293,718</b>	<b>3,637,824</b>	<b>3,637,824</b>
<b>Internal Revenues</b>					
General Fund Discretionary	566,360	1,278,736	3,458,457	2,147,466	2,121,216
General Fund Overhead	1,967,139	2,003,149	2,941,217	1,905,762	1,905,762
Interagency Revenue	23,425	85,899	86,416	88,310	88,310
<b>Internal Revenues Total</b>	<b>2,556,924</b>	<b>3,367,784</b>	<b>6,486,090</b>	<b>4,141,538</b>	<b>4,115,288</b>
Beginning Fund Balance	(5,135,518)	(4,275,544)	0	0	0
<b>Resources Total</b>	<b>(267,375)</b>	<b>4,343,068</b>	<b>11,779,808</b>	<b>7,779,362</b>	<b>7,753,112</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	2,611,037	3,161,595	4,200,261	4,273,758	4,273,758
External Materials and Services	424,460	3,940,291	6,484,363	2,462,055	2,435,805
Internal Materials and Services	874,673	973,889	1,095,184	1,043,549	1,043,549
Capital Outlay	98,000	75,000	0	0	0
<b>Bureau Expenditures Total</b>	<b>4,008,169</b>	<b>8,150,774</b>	<b>11,779,808</b>	<b>7,779,362</b>	<b>7,753,112</b>
Ending Fund Balance	(4,275,544)	0	0	0	0
<b>Requirements Total</b>	<b>(267,375)</b>	<b>8,150,774</b>	<b>11,779,808</b>	<b>7,779,362</b>	<b>7,753,112</b>
<b>Programs</b>					
Administration & Support	908,821	1,518,619	2,342,515	1,212,892	1,186,642
Community Programs	527,869	922,484	1,593,363	1,013,728	1,013,728
Emergency Management	281	77	—	—	—
Emergency Operations	1,545,247	1,447,455	1,785,199	1,539,344	1,539,344
Exercises & Training	—	192	—	—	—
Planning & Mitigation	178,709	475,851	1,211,867	935,304	935,304
Public Information Office	278	471	—	—	—
Regional Disaster Prep Org	846,966	3,779,126	4,841,764	3,078,094	3,078,094
Total Rewards	—	6,500	5,100	—	—
<b>Total Programs</b>	<b>4,008,169</b>	<b>8,150,774</b>	<b>11,779,808</b>	<b>7,779,362</b>	<b>7,753,112</b>



# Portland Bureau of Emergency Management

Public Safety Service Area

Class	Title	Salary Range		Revised FY 2022-23		Requested No DP FY 2023-24		Requested Total FY 2023-24	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003004	Administrative Specialist III	53,290	118,437	2.00	0	2.00	173,441	2.00	173,441
30003007	Analyst II	63,336	126,311	2.00	99,000	2.00	177,944	2.00	177,944
30003008	Analyst III	69,805	151,438	1.00	0	1.00	108,701	1.00	108,701
30003028	Coordinator II	53,290	118,437	4.00	606,549	4.00	371,228	4.00	371,228
30003029	Coordinator III	63,336	126,311	3.00	207,147	3.00	313,653	3.00	313,653
30003034	Deputy Director I	91,728	182,549	0.00	140,000	0.00	0	0.00	0
30003037	Director I	111,696	227,584	1.00	186,014	1.00	195,312	1.00	195,312
30003055	Financial Analyst II	63,336	126,311	1.00	100,589	1.00	95,060	1.00	95,060
30003081	Manager I	80,205	168,219	2.00	225,265	2.00	241,363	2.00	241,363
30003082	Manager II	92,851	194,786	1.00	0	1.00	151,299	1.00	151,299
30000013	Office Support Specialist III	44,512	76,025	0.00	67,870	0.00	0	0.00	0
30003097	Public Information Officer	63,336	126,311	1.00	110,635	1.00	116,792	1.00	116,792
	Total Full-Time Positions			18.00	1,743,069	18.00	1,944,793	18.00	1,944,793
30003003	Administrative Specialist II	48,277	107,325	0.00	72,748	0.00	0	0.00	0
30003007	Analyst II	63,336	126,311	2.00	89,055	1.00	107,099	1.00	107,099
30003028	Coordinator II	53,290	118,437	6.90	333,637	3.90	299,308	3.90	299,308
30003029	Coordinator III	63,336	126,311	1.00	105,414	1.00	107,890	1.00	107,890
30003055	Financial Analyst II	63,336	126,311	0.00	0	0.75	93,506	0.75	93,506
	Total Limited Term Positions			9.90	600,854	6.65	607,803	6.65	607,803
Grand Total				27.90	2,343,923	24.65	2,552,596	24.65	2,552,596

# Portland Bureau of Emergency Management

Public Safety Service Area

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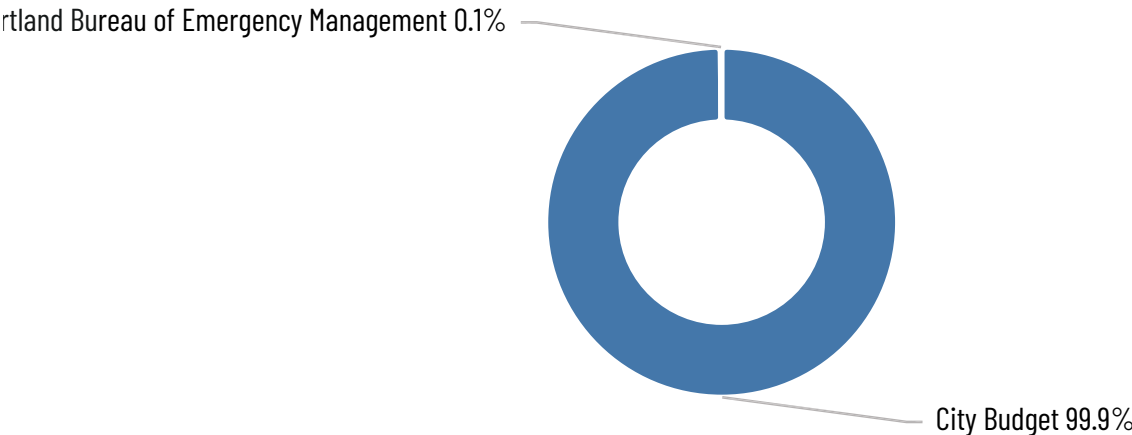
Portland Bureau of Emergency Management

Public Safety Service Area

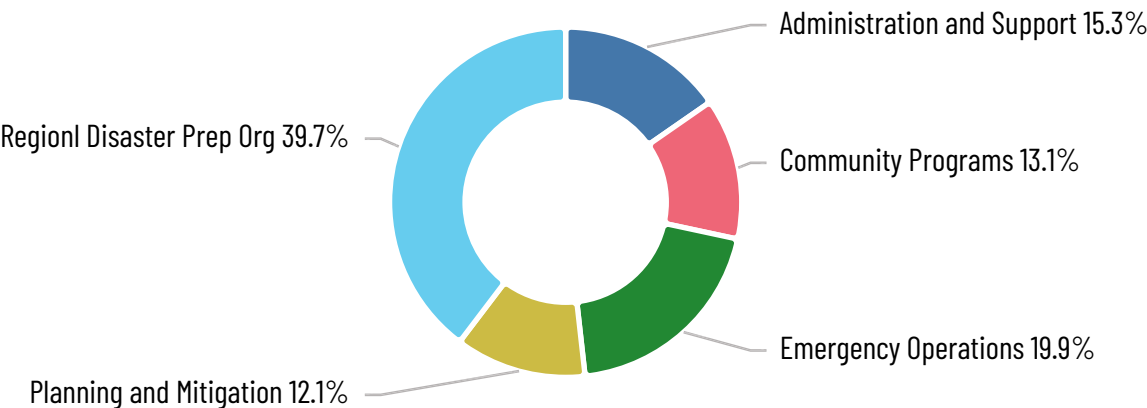
Rene Gonzalez, Commissioner-in-Charge

Shad Ahmed, Director

Percent of City Budget Graph



Bureau Programs



Bureau Overview

Requirements	Revised FY 2022-23	Requested with DP FY 2023-24	Change from Prior Year	Percent Change
Operating	\$\$11,779,808	\$\$7,753,112	\$\$(-4,026,696)	\$(34)%
Capital				
Total	\$\$11,779,808	\$\$7,753,112	\$\$(-4,026,696)	\$(34)%
Authorized Positions	27.90	24.65	(3.25)	(11.65)%

## Administration & Support

### Program Description & Goals

The Administration and Support program provides executive leadership and support for all other bureau programs. This program includes the Director's Office, public information, human resources (HR), procurement, accounting, grants management, finance, and administrative support functions within the bureau.

Many of the functions in this program occur in coordination with OMF central service providers. This is especially true since PBEM relies on the Community Safety Division at OMF to pay bills, prepare its budget, and carry out higher-level financial analysis, and it depends on the Grants Office to assist with extensive grant management requirements. The primary resource used in this program are employees.

This year, PBEM anticipates hiring a Deputy Director to support gaps in administration under areas such as project management, policy development, personnel support, legislative affairs, strategic planning, leadership development, and other critical areas that are not currently fully developed or supported. This should help streamline processes and support all other program areas of the Bureau.

At the request of the Director, an organizational assessment was commissioned for PBEM and a product is expected this year to include areas for improvement and methods for sustaining current strengths.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of bureau strategic plan objectives achieved or in progress	90%	NA	NA	0%	90%
Number of new PublicAlerts registrations	63,116	3,469	5,000	5,000	5,000

### Equity Impacts

Administration and Support encourages equitable outcomes through internal policy development, hiring practices, inclusive communication, and strategic decision-making in support of equity goals.

### Changes to Program

As the Community Safety Division increases its capacity to support the administrative functions of public safety, PBEM's program also continues to evolve. This year, the Office Support Specialist was reclassified to an Admin Support Specialist to support the Director in administrative functions of the Bureau, and there was turnover in that role. PBEM's financial analyst role has grown to include more program analysis, with the incumbent remaining in the role.

# Portland Bureau of Emergency Management

Public Safety Service Area

## Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	454,786	730,888	723,194	774,852	774,852
External Materials and Services	201,824	507,272	877,692	86,250	60,000
Internal Materials and Services	252,211	280,458	741,629	351,790	351,790
<b>Bureau Expenditures Total</b>	908,821	1,518,619	2,342,515	1,212,892	1,186,642
<b>Requirements Total</b>	908,821	1,518,619	2,342,515	1,212,892	1,186,642
<b>FTE</b>	7.00	6.00	4.00	4.00	4.00

## Community Programs

### Program Description & Goals

PBEM's community resilience program conducts community outreach, training, and volunteer management to increase neighborhood emergency preparedness and community capacity for disaster response and recovery. It delivers the following services:

Neighborhood Emergency Team (NET) program: trains volunteers in disaster response skills such as search and rescue, triage, medical treatment, radio communications, and team organization.

The Basic Earthquake Emergency Communications (BEECN) program: trains Portlanders on radio communications and provides emergency supply caches at 50 locations throughout the City.

Community Outreach: conducts presentations and provides printed and web-based instructional materials on how to prepare for emergencies. PBEM focuses outreach on underserved communities including communities of color, persons with disabilities, teenagers/youth, elderly persons, and persons who have immigrated to Portland from other countries.

Community Organizations Active in Disaster: convenes a network of community-based organizations, faith-based organizations, non-governmental organizations, and government partners dedicated to promoting resilience in the communities most affected by disasters. COAD members strategize and plan together, obtain and share resources, and provide policy input to PBEM.

In 2022, PBEM offered its first Nepali language NET class, trained 125 new disaster response volunteers, and served in 46 volunteer emergency deployments. COAD membership grew to more than 80 organizations.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
% of NET volunteers that remain active in the program annually	93%	98%	92%	95%	95%
Percentage of neighborhoods with active NET teams.	92%	93%	94%	95%	95%
BEECN Program Deployment Readiness Index	47%	48%	50%	50%	80%
NET Program Diversity	18%	19%	22%	25%	33%
Outreach to historically underserved communities	25%	25%	65%	100%	65%
Number of active NET Teams	1	88	89	89	90
Number of new Neighborhood Emergency Team volunteers trained per year	20	96	200	250	350

### Equity Impacts

PBEM's community programs are designed to center the experiences of individuals with disabilities, communities of color, and people who do not speak English as their first language. These communities are disproportionately impacted in a disaster. They also receive less access to funding overall and benefit the most from targeted investment. NET volunteers also serve at homeless shelters in inclement weather events to bolster the City's response.

# Portland Bureau of Emergency Management

Public Safety Service Area

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.

## Changes to Program

This program currently has 2.0 FTE serving in a limited-term capacity to support the creation of a Coalition of Organizations Active in Disaster (COAD) and support the Portland NET with documentation of plans and processes. This budget does not continue these positions, because new ongoing funding is not available.

## Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	598,889	784,613	1,016,679	827,413	827,413
External Materials and Services	(90,761)	125,683	571,584	182,086	182,086
Internal Materials and Services	19,741	12,187	5,100	4,229	4,229
<b>Bureau Expenditures Total</b>	527,869	922,484	1,593,363	1,013,728	1,013,728
<b>Requirements Total</b>	527,869	922,484	1,593,363	1,013,728	1,013,728
<b>FTE</b>	5.50	5.50	5.00	6.00	6.00



## 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 are operational and ready for use.

To staff the ECC, the Operations section recruits, trains, and exercises City employees who work in the ECC. All of PBEM's trainings and exercises are evaluated by participants. Consistently high evaluation ratings and class attendance indicate PBEM trainings remain well-regarded. It continues to refresh its trainings and develop new ones.

Within the ECC, the Operations section manages specialized ECC technologies and communications systems such as digital radios, interoperability gateways, and satellite telephone and data systems. A key focus in 2023-2024 is expanding technology capabilities to be more redundant, interoperable and comprehensive. In addition, the Operations section will seek to implement a Citywide Unmanned Aerial System program.

The Operations Sections also leads the After- Action process for Citywide emergency responses. Exercises and real incidents reveal areas for improvement in the City's plans/processes, training, and/or equipment. The After-Action process guides PBEM's work plans and process improvement. An important After-Action report regarding Rose Festival coordination and for COVID-19 is anticipated this year; this report may lead to significant improvements in citywide coordination for special events.

The Operations section also coordinates PBEM's Duty Officer program. To ensure ECC readiness, two PBEM Duty Officers are always on call, monitoring incidents with the potential to escalate, and ensuring the City's ability to activate the emergency coordination functions when needed.

Finally, the Operations section maintains and operates Everbridge, the City's Alert, Warning and Notification (AWN) system.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Number of participants in a Portland Bureau of Emergency Management class and exercise annually	127	85	150	150	300
Percentage of completed improvement plan tasks completed within agreed upon timeframe	30%	100%	100%	100%	100%
Percentage of participants who rate PBEM classes and exercises as good or excellent	75%	94%	90%	90%	90%
Number of hours completed by participants in a Portland Bureau of Emergency Management class and exercise annually	306	1,148	900	900	2,000

# Portland Bureau of Emergency Management

Public Safety Service Area

## Equity Impacts

People of color, people with disabilities, and people who do not speak English as their first language are disproportionately impacted in a disaster. In addition, the housing crisis has increased the number of houseless residents, who face extreme risks in severe heat and severe cold, and during wildfire smoke incidents. Consideration of these groups are included in all PBEM training and exercises.

The Operations section utilizes an equity approach to response efforts and includes an equity advisor in the command staff when the ECC is activated. Equity considerations are regularly included in Incident Action Plans and codified in Citywide Heat and Severe Winter Weather Operational Guidelines.

## Changes to Program

Due to climate change, the pandemic, and the housing crisis, the bureau has been in near-continuous emergency response mode, leaving routine duties far behind. This has decreased capacity for training, emergency response planning, and preparedness activities.

Emergency Management has recently been tasked with coordinating emergency management responsibilities dispersed in other bureaus. Staffing and resources have not increased to account for this.

This budget reprioritizes bureau resources and permits the section to hire some support staff. Integrating with other bureaus may also help the bureau address this. In FY 2022-23 Emergency Operations received one-time funding for emergency weather shelter support and has hired two Coordinators to assist with this work. The funding for the positions will be requested as carryover, so the positions are not currently reflected in this requested budget.

## Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	732,554	680,295	787,061	701,143	701,143
External Materials and Services	220,533	101,297	653,834	185,000	185,000
Internal Materials and Services	592,160	665,863	344,304	653,201	653,201
<b>Bureau Expenditures Total</b>	<b>1,545,247</b>	<b>1,447,455</b>	<b>1,785,199</b>	<b>1,539,344</b>	<b>1,539,344</b>
<b>Requirements Total</b>	<b>1,545,247</b>	<b>1,447,455</b>	<b>1,785,199</b>	<b>1,539,344</b>	<b>1,539,344</b>
<b>FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>	<b>4.00</b>	<b>4.00</b>

## Planning & Mitigation

### Program Description & Goals

The Planning and Mitigation Program leads disaster response and hazard mitigation planning for the City. It convenes stakeholders from other bureaus and partner jurisdictions and agencies such as Multnomah County, the Oregon Department of Transportation, and Multnomah County Drainage District.

The Planning and Mitigation Program's goal is to maintain a complete set of high-quality disaster mitigation, response, continuity, and recovery plans, and to advance citywide mitigation and resilience projects identified in those plans.

Excellent plans engage relevant stakeholders, effectively guide emergency response and recovery activities, and address the disparate impacts of disasters on underserved communities. All plans need to be reviewed and updated every 1-5 years to reflect changes in technology, staff, City structures, and the evolving best practice.

Effective disaster mitigation projects engage multiple bureaus and community partners; center the communities at the frontlines of disaster, and make efficient use of resources, often leveraging state and federal resources.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of bureaus with updated COOP plan that meet established standard	65%	70%	75%	75%	95%
Percentage of PBEM plans that are up-to-date according to their published standards	46%	58%	60%	60%	90%

### Equity Impacts

Almost all US cities maintain a set of emergency plans. PBEM seeks to be a leader in planning excellence for underserved communities, which are affected first and worst in every disaster. PBEM integrates demographic data into mitigation and response plans and provides planners with training on equity strategies. PBEM has made significant strides in engaging communities of color and immigrant communities through community programs; the Planning program works to incorporate community interests and needs into plans as they are updated.

As a result of a small staff that has been pulled to support emergencies, significant gaps in planning exist, especially in plans to serve people with disabilities. PBEM plans to address this in the current year with contract support, but long-term investment will be needed to ensure plans are continually up-to-date. Under-investment in mitigation also means potential increased risk to the community over time and missed opportunities for external funding to address those shortcomings. PBEM is also planning to address short-term needs through contract support and previously-funded limited-term solutions.

# Portland Bureau of Emergency Management

Public Safety Service Area

## Changes to Program

A Planning Manager position was authorized in fall 2022 by reallocating existing funds from external materials and services budget. This will support the bureau in addressing the backlog of plans. In addition, PBEM anticipates using one-time carryover resources to support continued development of an all-hazards mitigation program and disability equity planning for emergency response.

## Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	253,174	174,691	560,614	689,321	689,321
External Materials and Services	(78,088)	295,399	647,102	242,000	242,000
Internal Materials and Services	3,623	5,761	4,151	3,983	3,983
<b>Bureau Expenditures Total</b>	178,709	475,851	1,211,867	935,304	935,304
<b>Requirements Total</b>	178,709	475,851	1,211,867	935,304	935,304
<b>FTE</b>	2.50	2.50	3.00	4.00	4.00

## Regional Disaster Preparedness Organization

### Program Description & Goals

The Regional Disaster Preparedness Organization (RDPO) is a partnership of government agencies, private sector, and non-profit organizations in the Portland metropolitan region collaborating to build the region's resilience. The organization develops and maintains regional all-hazards disaster capabilities through planning, training and exercising, and investments in technology and equipment. The region encompasses Clackamas, Columbia, Multnomah, and Washington Counties in Oregon, and Clark County in Washington, as well as the City of Portland, METRO, the Port of Portland, other municipalities, and special districts. RDPO is a multi-disciplinary organization composed of more than ten workgroups including emergency management, law enforcement, fire/EMS, public works, public messaging, public health, etc. The RDPO serves as a critical platform for the City to engage in regional preparedness and response coordination, which acknowledges regional interdependencies and the reality that disasters do not respect jurisdictional boundaries.

RDPO develops the annual Urban Area Security Initiative (UASI) grant application to invest approximately \$3.8 million across the region. UASI funding requirements include five federal priority areas: Domestic Violent Extremism (DVE), Cybersecurity, Soft Targets and Crowded Spaces, Information Sharing, and Emerging Threats. There are required minimum investment levels for each priority area. RDPO partners propose projects to develop RDPO program activities in alignment with federal and regional priorities, which keeps the RDPO program evolving and relevant.

The participation of partners' elected leaders and staff from across the region at all levels of the RDPO in policymaking and projects is a testament to the organization's regional importance and value. The region has interdependencies, such as public information, critical infrastructure (e.g., the CEI hub), and transportation systems. The RDPO Policy Committee submitted formal testimony in support of SB 1567, Seismic Vulnerability of Fuel Storage and regional recommendations for implementing the federal Bipartisan Infrastructure funding in Oregon. The Interim Director serves on the Governor's Emergency Preparedness Advisory Council. Two RDPO projects were presented at the 2022 National Homeland Security Conference.

RDPO is a strategic investment of time, funding, and resources. Over the past four years, \$2.9M in UASI funding has flowed to the City of Portland through projects proposed by the Emergency Management, Police, Fire, Water and Transportation bureaus. It enables partners to share a common understanding and vision for disaster preparedness and response. It allows local governments to develop and maintain capabilities that can be shared across the region. At a time when resources are becoming more scarce, the RDPO enables partners to efficiently use funding informed by local risk(s) and priorities.

Performance	Actuals FY 2020-21	Actuals FY 2021-22	Target FY 2022-23	Target FY 2023-24	Strategic Target
Percentage of the Regional Disaster Preparedness Organization's strategic plan objectives achieved or in progress	95%	95%	NA	95%	95%

## Equity Impacts

The RDPO Policy Committee passed an Equity Resolution in 2021 committing the RDPO to incorporate principles and practices of equity in all its work, decisions, and resource allocations. RDPO has begun implementation of this directive by establishing an Equity Subcommittee and securing an equity consultant. The Equity Subcommittee will be presenting a draft regional definition of equity and recommendations about implementing equity into all program activities across all levels of the organization by June 2022.

RDPO incorporates principles in its Strategic Plan to advance equity efforts in the region. These principles ensure equity and fairness in adopting regional policies and in making investments, and to use a whole community approach, considering and integrating all stakeholder groups' perspectives, including historically underserved populations: people of color, immigrants and refugees, people with disabilities, unhoused people, elders and children.

The RDPO 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; the RDPO and its partners are working to and apply those recommendations in program development. Example RDPO projects include: a Just-in-time Videos for Shelter Volunteers train people how to support shelters and disaster resource centers, emphasizing a trauma-informed, multi-cultural approach; a regional social vulnerability mapping project; and an accessibility assessment of the state's alert and warning system.

## Changes to Program

FEMA conducts an annual risk assessment of the top 100 US cities. This list is used to rank the cities and award funding. For several years, the Portland metro area was just at cut off for funding. With the recognition of DVE as a priority area, Portland moved up four ranks on the list, ensuring more secure funding in the future.

PBEM is beginning subrecipient monitoring with all grant recipients that will confirm our awardees administrative capabilities or identify and implement compliance strategies to ensure fiscal and administrative accountability.

In consultation with PBEM, RDPO will be funding an additional .75 FTE Fiscal Analyst position to support the fiscal administration of the complex UASI grants.

At the time of this budget preparation, the RDPO Director position was being filled on an interim basis. Following the appointment of the Director position, the organization will complete a comprehensive strategic planning process to set regional goals and objectives for the next five years.

## Program Budget

	Actuals FY 2020-21	Actuals FY 2021-22	Revised FY 2022-23	Requested Base FY 2023-24	Requested with DP FY 2023-24
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	571,633	791,188	1,112,713	1,281,029	1,281,029
External Materials and Services	170,672	2,904,062	3,729,051	1,766,719	1,766,719
Internal Materials and Services	6,661	8,875	0	30,346	30,346
Capital Outlay	98,000	75,000	0	0	0
<b>Bureau Expenditures Total</b>	<b>846,966</b>	<b>3,779,126</b>	<b>4,841,764</b>	<b>3,078,094</b>	<b>3,078,094</b>
<b>Requirements Total</b>	<b>846,966</b>	<b>3,779,126</b>	<b>4,841,764</b>	<b>3,078,094</b>	<b>3,078,094</b>
<b>FTE</b>	<b>4.90</b>	<b>4.00</b>	<b>5.90</b>	<b>6.65</b>	<b>6.65</b>





## Decision Package Summary

Run Date: 1/26/23

Page 1 of 1

Details

Run Time: 8:47:55 AM

## DP: 14838 - CSD Director Funding Realignment

DP Type

Priority

New

REAL

0

No

## Package Description

The Community Safety Director has previously been funded by interagency charges to the Public Safety Bureaus, in FY 2022-23 a realignment of resources was proposed in lieu of IA charges. This request effectuates this funding arrangement with \$26,250 from PBEM and \$103,133 from Portland Fire Bureau to the existing resources from BOEC (via IA) and the Police Bureau (realigned in FY2022-23).

## Service Impacts

Realigning these resources to the director's home bureau provides ongoing funding for the regular position, allowing for better adherence to FIN 2.04. If this package does not go through, the bureau(s) will need to reassess funding methodologies and mechanisms for future years.

## Equity Impacts

There are no direct equity impacts to this decision.

## Budget Detail

Fund		2023-24 Request - V52 with DP	2023-24 CBO Recommended- V53	2023-24 Proposed-V54	2023-24 Approved - V55	2023-24 Adopted - V56
Major Object Name		Expense				
100000	External Materials and Servi	-26,250	0	0	0	0
Sum:		-26,250	0	0	0	0
Major Object Name		Revenue				
100000	General Fund Discretionary	-26,250	0	0	0	0
Sum:		-26,250	0	0	0	0

# **PBEM FY2023-24 Requested Budget Five-Year Plan**

## **PLAN OVERVIEW**

This five-year plan of the General Fund portion of the PBEM's budget assumes a current appropriation level of service, with the year costs escalated by City Economist provided inflation factors. This financial forecast does not take into account assumptions or the identification of potential future savings that may come from the continued development of the Community Safety Division and how that might impact PBEM's operating requirements.

## **REVENUE ASSUMPTIONS**

This plan assumes cost sharing revenues (Interagency and Intergovernmental) will be consistent with current resources and grow in subsequent years with modest inflationary factors. It is also assumed that the General Fund resources supporting PBEM will escalate in accordance with the inflationary factors provided by the City's Economist in the Five-Year General Fund forecast.

## **EXPENDITURE ASSUMPTIONS**

This plan assumes a straight-line escalation of costs from the FY 2023-24 plan based on the same economic inputs as identified in the revenue assumptions. The bureau is currently undergoing an organizational assessment and identifying gaps in service that could lead to recommendations for an increase in staffing and technology.

## **EXPENDITURE RISKS TO THE FORECAST AND CONFIDENCE LEVEL**

The confidence level of this five-year forecast is at a low level, given the potential uncertainty of both General Fund resources and PBEMs reliance on grant resources to support operations over the next five years. The Community Safety Division is currently beginning a strategic plan process, so there is no way to tell at this time how future decisions will impact PBEM's budget. The table below provides the five-year financial forecast for conservative growth based in assumptions within the General Fund and the expectation the bureau will continue to receive outside grants to support its operations. If outside resources are not secured in future years, the bureau will likely become more reliant on General Fund resources or programmatic reductions would be required.

## Bureau of Emergency Management - General Fund

Resources	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Beginning Fund Balance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Intergovernmental	5,293,718	3,664,895	4,036,515	4,238,341	4,604,958	4,819,088
Interagency Revenue	86,416	88,310	94,836	97,207	103,282	105,606
Fund Transfers - Revenue	-	-	-	-	-	-
Bond & Note Proceeds	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
General Fund Discretionary & Overhead	6,399,674	4,026,978	4,061,089	4,061,703	4,071,662	4,058,428
<b>Resource Total</b>	<b>11,779,808</b>	<b>7,780,183</b>	<b>8,192,440</b>	<b>8,397,251</b>	<b>8,779,902</b>	<b>8,983,122</b>

Expenditures	CY Estimate	FY 2023-24 Plan	FY 2024-25 Plan	FY 2025-26 Plan	FY 2026-27 Plan	FY 2027-28 Plan
Personnel	4,080,740	4,273,758	4,589,589	4,704,328	4,998,349	5,110,812
External Materials and Services	6,373,962	2,464,399	2,532,170	2,595,474	2,657,766	2,721,552
Internal Materials and Services	1,060,865	1,042,026	1,070,682	1,097,449	1,123,788	1,150,758
Capital Outlay	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Fund Transfers - Expense	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Debt Service Reserves	-	-	-	-	-	-
<b>Expense Total</b>	<b>11,515,567</b>	<b>7,780,183</b>	<b>8,192,440</b>	<b>8,397,251</b>	<b>8,779,902</b>	<b>8,983,122</b>
<b>Planned FTE Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**CY Estimate:** Bureaus should provide current year-end projections or estimates.

**FY 2023-24.** Provide the financial plan data for the upcoming budget year. For most bureaus, this should match what is being proposed in that fund through budget development.

**FY 2024 through FY 2028 Plan.** Provide financial plan data for years 2-5 of the fund's forecast.

# GUIDE TO THE BUDGET EQUITY ASSESSMENT TOOL



OFFICE of EQUITY  
and HUMAN RIGHTS  
CITY OF PORTLAND



This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within the development of bureau budgets each fiscal year. This analysis will also hopefully highlight opportunities to implement changes, both in the short- and long-term, to help meet bureau and City equity goals.

We highly recommend that every manager making a program offer should attempt to use this guide and respond to the questions as much as it is applicable to your program.

## CITY POLICY

The City of Portland is committed to policies, practices, and procedures that center equity in the services and support we provide to the community.

## POLICY

The Portland City Council unanimously passed Resolution 37144 on July 8, 2015 ratifying Citywide Racial Equity Goals and Strategies and directing City bureaus to use available tools to implement their Racial Equity Plans.

The Portland City Council unanimously passed Resolution 37247 on October 2, 2016 requiring City Bureaus to use the City's Budget Equity Assessment Tool on all budget proposals and base budgets and tie those budget requests to implementation of their Racial Equity Plans and ADA Transition Plan tasks. On October 2, 2019, The Portland City Council unanimously passed Resolution 37450 directing the Office of Equity and Human Rights to coordinate Civil Rights Title VI and ADA Title II compliance by setting Citywide policies and accountability measures.

The Portland City Council unanimously passed Resolution 37492 on June 17, 2020 adopting Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland. These values inform a unified workplace and city culture, systems, policies, practices, and procedures.

The City of Portland Citywide Racial Equity Goals and Strategies communicate the following:

### Equity Goal #1

We will end disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

### Equity Goal #2

We will strengthen outreach, public engagement, and access to City services for communities of color, and immigrant and refugee communities, and support or change existing services using racial equity best practices.

### Equity Goal #3

We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

## **Overall Strategies**

1. Use a racial equity framework.
2. Build organizational capacity.
3. Implement a racial equity lens.
4. Be data driven.
5. Partner with other institutions and communities.
6. Operate with urgency and accountability.

The City of Portland has integrated the Budget Equity Assessment Tool into the budget proposal requirements starting in 2013-14. This Budget Equity Assessment Tool is a set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how budget allocations benefit and/or burden communities, especially Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. This analysis is required and critical to implement changes, both in the short- and long-term, to help meet bureau and City equity goals. The goals for the use of the Budget Equity Assessment Tool are:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve public participation in government and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, this Budget Equity Assessment Tool is required and helpful for City bureaus to evaluate the impacts of the policies, the services, the programs, and the resource allocations on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

## INTRODUCTION

The FY 2023-24 budget development process continues to utilize the City's Program Offer framework where there is intended to be a clear and concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section to provide equity information specific to that program. Bureaus will also be expected to identify benefits and/or burdens in submitted decision packages for Council consideration.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider the Bureau's Requested Budget as a whole.

### SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?

PBEM does not have a current racial equity plan.

- a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The budget prioritizes emergency response work, reducing expenses in other areas in order to increase our capacity to respond to emergencies. It specifically responds to a community need for increased support for severe weather shelters. This need is driven by climate change and by an increase in homelessness in Portland.

People with disabilities and people of color are disproportionately represented in the homeless community. People with disabilities are also disproportionately impacted by heat and smoke. Emergency shelters serve an essential, life-saving need for these communities.

- b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

This budget allocates fewer general fund resources to community outreach, in order to prioritize emergency response. The bureau intends to make up for that by seeking grants, regional funding, and other avenues to support community outreach. The bureau will also seek opportunities to partner with other bureaus, nonprofits, community organizations, and other regional agencies to ensure critical outreach efforts are not affected. As we are not seeing an opportunity at this time for increasing investment, we must prioritize ongoing resources towards the increasing demands that emergency response operations are placing on the City. Although we would prefer to serve diverse communities both proactively and reactively, potentially life-saving response activities must always be our priority.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

The bureau contributed its Finance Manager position to the Community Safety Division in FY 21-22. The Finance Manager was previously responsible for the budget committee. PBEM has not had a budget committee since this position was transferred. CSD intends to support public engagement around public safety budgets in the future as this program area is developed.

The Bureau is routinely engaged with community organizations and underserved populations in its work, and though not through an established budget committee, it does incorporate feedback into its programs and processes. An example of this is this year the establishment of a community resilience capacity-building grant program that awarded \$300,000 that Council set aside for community organizations engaged in this work. Though this budget does not allow us to continue that one-time program, we have funding for a technical assistance position to provide support to those organizations.

This budget otherwise necessarily prioritizes emergency response activities to serve people experiencing the worst impacts of a disaster. Given the community's emergency needs and the direction to produce a flat budget, there was little ability to set additional priorities in this area. Additionally, communities of color, immigrants and refugees, and people with disabilities are disproportionately houseless and in need of disaster assistance during an emergency.

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity or the goals outlined in the Racial Equity Plan?

The increasing need for emergency response and emergency sheltering activities in combination with the inability to add resources means that funding for programs other than emergency preparedness and response were somewhat reduced. In previous years, PBEM has invested in a robust volunteer program and an outreach program that prioritized communities of color and communities of disability, because of their disproportionate risks. These programs help build disaster resilience in underserved communities over time. Additional resources through other means will be sought to continue these programs at the levels that our community received in the past.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

As stated above, the budget invests in emergency response in a flat budget year by moving resources from community programs to emergency planning and operations. Because communities of color and people with disabilities are disproportionately impacted by disasters and also systematically prioritized in the bureau's outreach work,

this is a situation where two programs, both of which prioritize underserved communities, are competing for resources. Given this situation, we have prioritized the work of emergency response, which meets an urgent, short-term need. We acknowledge that more investment is needed to reach the long-term goal of community resilience.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

Last year, we received one-time funding for two years to improve the bureau's ability to serve people with disabilities and comply with the ADA. We intend to expend some funds this year and request carryover to expend the rest of the funds next year. These funds will be used to update community outreach materials for people with disabilities, update emergency response plans to better serve people with disabilities, and provide bureau-wide training on the ADA.

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

PBEM recognizes that emergency preparedness and response information may be some of the most critical information residents receive from the City. We have proactively translated many of our outreach materials and emergency messages. We continue to work to systematically improve our reach to support people with disabilities and in communities that rely on languages other than English. We are also committed to meeting 100% of requests for translation. Our budget includes flexible funds in operations, admin, and community programs to meet our obligations under ADA Title II and Civil Rights Title VI.

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon (portlandoregon.gov). How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

(The dashboard links appear to be broken, and I was unable to locate a functioning dashboard.)



Our budget prioritizes FTE over materials and services; new hires always create opportunity to expand the diversity of our workforce. PBEM has not identified any budget specifically for equity in hiring and retention, but PBEM's existing practices do support efforts to recruit and retain a diverse workforce through activities such as bureau-wide equity training.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

Not applicable; the bureau does not have any capital assets.

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

PBEM has a small budget for external materials and services. Our budget also prioritizes personnel over materials and services, so our total contracting opportunities will decrease slightly this year. We have no major contracted work planned. However, with our limited budget, PBEM still prefers to spend its external materials and services dollars locally, with businesses owned by people of color, women, and people with disabilities. We also prefer to pay community-based organizations to support our outreach work, rather than consulting firms. We also consistently seek to provide stipends and other support to community members who assist and advise the bureau. We will continue to advocate for changes in grant and procurement rules to make this easier for all bureaus and the organizations we want to work with.

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget /?

We do not have any dedicated equity staff.

## **SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS**

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?  
(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

This budget prioritizes emergency response over community engagement (community engagement is reduced). We acknowledge the importance of engagement and will seek additional resources, including outside grants, at every opportunity.

12. How does this budget build capacity and power in communities most impacted by inequities?  
(e.g., leadership development for communities and guidance from communities, etc.)

See above.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

We track demographic data for our volunteer and community outreach programs, including race, ethnicity, and disability status. We track program attendance, volunteer retention, and volunteer satisfaction. We report this quarterly.

What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

We do not have plans to expand our data collection at this time.

### IDENTIFYING IMPACTS WORKSHEET

The following chart is intended to assist in identification of impacts affecting equitable delivery of City services in the bureau's submitted Requested Budget.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Houseless communities	Emergency services available when needed / emergency sheltering	Reduced opportunities to engage with emergency preparedness and volunteer programs
Low-income communities of color	Emergency services available when needed / emergency sheltering	Reduced opportunities to engage with emergency preparedness and volunteer programs
People with disabilities	Emergency services available when needed / emergency sheltering	Reduced opportunities to engage with emergency preparedness and volunteer programs

Jonna Papaefthimiou  
Name of Staff Contact

Shad Ahmed  
Name of Bureau Director

1/24/2023  
Date

Rev: October 2022

## **FREQUENTLY ASKED QUESTIONS**

### **How should a bureau use this tool to develop its budget?**

Notably, the tool not only provides decision-makers with information on how budget decisions impact the bureau/city's equity goals, but the tool is also intended to guide budget development. In this sense, the process of using the tool is equally as valuable as the information it yields.

### **What are some ways in which the bureau advisory committee can use the tool?**

Working through the tool should provide answers to impacts and opportunities, as well as uncover unintended consequences. It will also allow BAC's to see deficiencies in base budgets concerning equity and advocate on their bureau's behalf.

### **How will this information be used? Who is the audience?**

The Office of Equity and Human Rights established the Budget Equity Tool in order to give greater consideration of how budget decisions impact different communities across the City and move forward the City's equity goals, beginning in the FY 2015-16 budget process. This tool includes a series of prompts that are intended to increase the consideration of equity in the development of bureau base budgets and decision packages in addition to providing decision-makers and the public with information on how underserved communities will be impacted by budget decisions.

The information will be reviewed by the Office of Equity and Human Rights and the City Budget Office. During the budget sessions, both will offer thoughts, questions, and possibly recommendations based on the information within the document. The Office of Equity and Human Rights may engage with the bureau director prior to the presentation of the budget at the scheduled council session.

### **How will bureaus receive feedback on the tool?**

Bureaus may receive general feedback from the Office of Equity and Human Rights on their completion of the tool. Staff capacity precludes a formal report from being prepared. The Office of Equity and Human Rights will provide technical assistance upon request by bureaus.

### **Who can I contact for assistance?**

Please contact Asena Canbaz-Lawrence, Equity Manager or Christy Owen in the CBO with questions.

## **ADDITIONAL RESOURCES**

### **Link to Racial Equity Plans**

<https://www.portlandoregon.gov/oehr/70048>

### **City Budget Office Contacts**

<https://www.portlandoregon.gov/cbo/article/474294>

### **Office of Equity and Human Rights**

Asena.lawrence3@portlandoregon.gov