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*			ormance Measures				Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Bookida a salashi ada a salashi ada a salashi a	Bardalli, disconnected data	Strategy: Build Organizational Knowledge	Develop a list of internal /Future of								
Provide equitable city services to all residents	Racially disagregated data (Regional Equity Atlas, Census		Develop a list of internal/External stakeholders that currently have							Bureau	
	data, etc) informs racial equity	Determine current available data resources that identify vulnerable neighborhoods with large communities of color	equity/Title VI/LEP Policies in place					Finalized Resource List	Program Coordinator	Director	June 30th, 2017
	metrics to identify vulnerable	9								Bureau	
	neighborhoods in need of	Identify internal and external stakeholders and begin fostering relationships	Stakeholder group meets quarterly					Finalized Stakeholder List	Program Coordinator	Director	June 30th, 2017
	targeted outreach and			Conduct an analysis						_	
	programming	Establish standard racial equity metrics for identifying vulnerable neighborhoods with large communities of color		of available resources				Finalize Metric Standard	Program Coordinator	Bureau Director	June 30th, 2018
		Establish standard racial equity metrics for identifying vulnerable neighborhoods with large communities of color		resources				Finalize Metric Standard	Program Coordinator	Director	Julie 30th, 2018
					Racial Equity Metrics	Racial Equity Metrics	Racial Equity Metrics inform				
				Racial Equity Metrics	inform 100% of all	inform 100% of all	100% of all			Bureau	
		Incorporate standardized racial equity metrics into outreach methods and programming criteria		finalized	outreach efforts	outreach efforts	outreach efforts	Finalize Metric Standard	Program Coordinator	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
		Strategy: Implement a Racial Equity Lens									
Provide equitable city services to all residents	A PBEM Racial Equity Lens guides				Develop a standard						
	major decisions related to	Research and benchmark other existing emergency management Equity Lenses such as the National Hazard Mitigation Plan -Equity Lens	Develop a list of EM Organizations with Equity Lenses		based on best			Finalise and adopt standards and back	Dianning Drogram t 4	Bureau	June 30th, 2019
	policies, programs, and procedures	Letis	with Equity Lenses	of equity lenses  Develop a network of	practices	1		Finalize and adopt standards and best practices	PIANNING Program Mgr	Director	June 30th, 2019
	procedures				Meet on a quarterly					Bureau	
		Communicate with other agencies with a racial equity lens to gain insight into what has worked and what has not		Lenses	basis			Attendance at quarterly meetings with agencies	Planning Program Mgr	Director	June 30th, 2019
				Take information	Take information	Take information from		, , , ,			
					from available Equity						
				Lenses and begin to	Lenses and begin to	and begin to					
				incorporate into	incorporate into	incorporate into PBEM	Finally, and Adams				
		Develop PBEM Racial Equity Lens and identify how it relates to each program area (operations, program dev, planning)		PBEM at a 25% completion rate	PBEM at a 75% completion rate	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
		pevelop FBLIN Racial Equity tens and identity now it relates to each program area (operations, program dev, planning)		completion rate	Develop an Equity	Tate	FBLIVI Equity Letis	Filialize and Adopt FBLIVI Nacial Equity Lens	Fidililing Flogram Wigi	Director	Julie 30th, 2021
					lens as it pertains to	Develop an Equity lens					
					each specific	as it pertains to each					
					program area and	specific program area					
		A STATE OF THE PARTY OF THE PAR			adapt to a 50%	and adapt to a 100%	Finalize and Adopt			Bureau	
		Incorporate PBEM Racial Equity Lens into all PBEM program areas	Research and establish statutes as		completion rate.	completion rate.	PBEM Equity Lens	Finalize and Adopt PBEM Equity Lens	Planning Program Mgr	Director Bureau	June 30th, 2021
		Review FEMA documentation and CFR 200 for guidelines on Title VI	guidelines for Equity goals					Finalize and Adopt PBEM Equity Lens	Planning Program Mgr	Director	June 30th, 2017
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5	4-7	Lead Staff	Oversight	Due Date
		Strategy: Develop Partnerships									
Provide equitable city services to all residents	Develop and implement PBEM			Document results							
	Limited English Proficiency (LEP)	Control in the state of the sta	750/	and complete at 100%				Finalize LEP Plan	Tiel - 1/1 14	Bureau	June 30th. 2018
	Plan	Conduct internal assessment, Identify vital documents, Identify Resources	75% complete	100% Establish ongoing				Finalize LEP Plan	Title VI Mgr	Director Bureau	June 30th, 2018
		Identify community partners and develop relationships	Develop a list of active partners	quarterly meetings				Finalize LEP Plan	Title VI Mgr	Director	June 30th, 2018
		Tachtary community particles and acresspirationships	Bevelop a list of delive partners	Develop LEP Plan to				THIRD EET THAT	Tide Villigi	Director	June Sorn, 2010
				include community						Bureau	
		Incorporate items above and adopt LEP Plan		partners				Adoption of LEP Plan	Title VI Mgr	Director	June 30th, 2018
					Implement LEP plan						
					through everyday						
		Fully implement LEP Plan			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	Adoption of EET Train	Lead Staff	Oversight	Due Date
		Strategy: Develop Equity Financial Plan									
Provide equitable city services to all residents	PBEM allocates meaningful										
	resources for a Racial			Develop objectives							
	Equity/Title VI Budget to			and use benchmarks,						Deven	
	implement its Racial Equity Plan	Identify prioritized Racial Equity Plan objectives		best practices, to prioritize				Line item in PBEM Adopted Budget	Equity Committee	Bureau Director	June 30th, 2018
		racinary prioritazea nacial Equity Fian objectives		prioritize	Conduct a financial			Line item in FBLIVI Adopted Budget	Equity Committee	Director	June Juli, 2018
					analysis. Develop						
					sensitivity analysis						
				Identify programs	and determine best						
				and corresponding	case scenario to						
				resources needed to	recommend to	Incorporate findings		the best to ported advantage to	Equity Committee &	Bureau	L 2011 2000
	I	Determine costs to carry out programs, develop budget, request budget for Racial Equity Plan priorities		successfully carry out	budget	into budget request		Line item in PBEM Adopted Budget	Finance Mgr	Director	June 30th, 2020

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Part			Implement hudget: Hising nursharing etc					Poquest in Rudget	Line item in RREM Adented Budget			luno 20th 2021
Part			implement duaget: minig, purchasing, etc					request in budget	Line item in PBEIN Adopted Budget	rillatice ivigi	Director	June 30th, 2021
Part												
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March   Marc												
March   Marc												
Marked   M								Implementation		Equity Committee &	Bureau	
The part   Par			Monitor budget to actuals and performance measures						Line item in PBEM Adopted Budget		Director	Ongoing
Part											Bureau	
Page			Report annually on progress toward performance measures		Report Out	Report Out	Report Out	Report Out	Report Out		Director	
Property property or property property or property property or property p	Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5		Lead Staff	Oversight	
Marked Park Asserting and Asserting Assertin			Strategy: Build Outreach Plan									
Company   Comp	Strengthen outreach and public engagement for											
Section   Control   Cont	communities of color and immigrant and refugee		Determine tools to perform inclusive outreach, use current National Hazard Mitigation Plan as a best practice/template, have		template for PBEM							
Maje   Column   Maje   Colum	communities			from the NHMP process	outreach				Adopt PBEM Outreach Stragegy	and Title VI Manager	Director	June 30th, 2018
Post   Section 1997   Post   Section 1997   Post   Section 1997   Post   Post   Section 1997   Post   Pos												
Section   Sect												
Process   Proc		communities of color										
Part			relevant.			standards	outreach standards	standards	Adopt PBEM Outreach Stragegy	and Title VI Manager	Director	June 30th, 2019
Part												
Part											_	
Companies of the properties of the companies of the com			Destroy and build separate with appropriate community groups led by and/or coning people of color						Adopt DDEM Outrooch Stronger			Ongoing
The proper prope	Lawa Tayun Caal	Fine Veer Bureen Objective	Partner and build rapport with appropriate community groups led by and/or Serving people or color	quarterly basis	on a quarterly basis	on a quarterly basis	Voor 4	on a quarterly basis	Adopt PBEIN Outreach Stragegy		Ouersight	Origoring
Math	Long Term Goal	Five Year Bureau Objective	Strategies and Actions	fedri	Teal 2	rear 5	Tear 4	Tear 5		Lead Stall	Oversignt	Due Date
amount of cold and miligrating of righting and cold and miligrating of righting in control and and an analysis analysis and an analysis an analysis an analysis analysis and an analysis an an	Strengthen outreach and nublic engagement for	Multi-lingual culturally sensitiv			Chack wahritas 2v/vr	Chack wahsites 2v/v	r Chack wahritas 2v/vr	Check websites		+	+	
content to ded froughout or filed scribtles and applicable and a content to ded froughout or filed scribtles and applicable and a content to ded froughout or filed scribtles and a content to ded f				Check websites biannually to account								
PERFORMANCE of contractions of the contraction of t	communities		Continue to use culturally sensitive resources already available such as FFMA's listo, gov (ready, gov) website and materials						Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
analyty to account a paramaty to account an analyty to account and an analyty to account and analyty to account	Communicies		communic to use cartaining sensitive resources arready available such us reswess states gov (ready, gov) website and materials	TOT TIEW THATETIAN					THE TIME LET COMPILATE	Onice Specialise II	Title VI Wigi	Ongoing
Offiting to use estating City of Protead goocurrency position for interpretation, creaming of the read marketing of the read of the read particular of the read of				Check websites annually to account	annually to account	annually to account	annually to account for	annually to account				
between the first of the process of			Continue to use existing City of Portland procurement policies for interpretation, translations, etc.	for new material		for new material	new material	for new material	Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
desiry other community seed documents and determine the need of translations through use of LEP Plan and seed from a species overy two species overy two species overy two species over two speci								Benchmark	•	-		
desify other controlly and determine the need of analytical protection of the protec					Benchmark materials	Benchmark material	s Benchmark materials	materials of other				
See the temporal position of the feet between the position of the position of position display to the position of				Benchmark materials of other	of other agencies	of other agencies	of other agencies even	agencies every two				
Anteres interest contracts exercises from multiple standards (pay) the comparation of precision (precision greated equity best practices to increase access for communities of color and multiple standards (pay) the color and multiple standards			Identify other currently used documents and determine the need of translations through use of LEP Plan	agencies every two years	every two years	every two years	two years	years	Title VI and LEP Compliant	Office Specialist II	Title VI Mgr	Ongoing
Interpretating (Dy services using routile early best mining control and produces of communities of increases access for communities of increases access for communities of color and produces for communities of color and produces for communities of color and produced	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
Proficery community management and refuge communities of local register communities of communities of communities and underserved communities			Strategy: Incorporate Racial Equity into Organizational Capacity									
members, communities of rolling and undergreed communities and undergreed and undergreed communities and undergreed populations of color and increase and undergreed populations of color and inc							ו					
and underserveed communities communities and communities and exercises from marking and exercises staining and exercises staining and exercises and exercises and exercises.    Develop a prioritization markin that mandates responders to take into account underserved populations of color and increase and evidual racial equity competency.								0 1 . 11	Title VI and LEP Compliant Exercises			June 30th, 2019
Into community emergency preparationes strainings and exercises  Develop a prontization matrix that mandates responders to take into account underserved populations of color and increase individual racial equity competency  Identify current gaps through use of racial equity terms (EEP Plan and benchmark results  Develop a prontization matrix that mandates responders to take into account underserved populations of color and increase individual racial equity competency  Identify current gaps through use of racial equity less, LEP Plan and benchmark results  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Statescy: Develop Multi-language BEEC! Program  Determine adding communities  Trile VI and LEP Compliant Exercises  Operations Mg/E&T Bureau  Determine determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Statescy: Develop Multi-language BEEC! Program  Determine adding needs based on priority and plans's  Determine ad	immigrant and retugee communities								This Ward ISB Consultant Supplies			L 2011 2010
peparedness trainings and exercises  Develop a prioritization matrix that mandates responders to take into account underserved populations of color and increase management equity trainings management equity trainings and evelop checklist to identify possible gaps  Use the client standard and the proposed pro			competency		to equity training				Title VI and LEP Compliant Exercises	Coordinator	Director	June 30th, 2019
exercises  Develop a prioritization markin that mandates responders to take into account underserved populations of color and increase individual racial equity competency  Title VI and LEP Compliant Exercises  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Total region and develop checklist. To increase access for communities of coin and minimate individual racial equity test. Tatle VI and LEP Compliant Exercises  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Total RECTOR priority in PREMS process, increase access for communities of coin and minimate individual racial equity test. Tatle VI and LEP Compliant Exercises  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Total Confidence of the priority and the contract of the priority and the												
Individual racial equity competency  Individual racial equity tem, LEP Compliant Exercises										0	D	
Conduct analysis of trainings and develop checkist to identify current gaps through use of racial equity lens, LEP Plan and benchmark results  Long Term Goal  Intelled Intelligent Control of the Personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Strategies and Actions  Strategies and Actions  Title VI and LEP Compliant Exercises  Coordinator  Director  Director  Director  Director  Director  Director  Director  Oceanity resources  a guide to identify  actions which it is a guide to identify  actions which it is a gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Director  Oceanity resources  needed to implement  gaps  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Director  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises  Coordinator  Oceanity resources  needed to implement  gap analysis  Title VI and LEP Compliant Exercises		EVE! (1262							Title VI and LED Compliant Francisco			lune 20th 2010
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Use checklist as a guide to identify actions with will minimize identified gaps  Long Term Goal  Long Term Goal  Long Term Goal  Five Year Bureau Objective  Strategies and Actions  Title Vi and LEP Compliant Exercise  Good Inapacity Actions  Coor			Identify current gaps through use of racial equity lens. LEP Plan and benchmark results						Title VI and LEP Compliant Exercises			June 30th 2020
Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Long Term Goal  Eve Year Bureau Objective Change existing City services using racial equity best varacties to increase access for communities  minimizant and refugee communities  Bureau  Director Ongoing  Vear 2  Year 3  Year 4  Year 5  Determine EECN priority in PBEM's process, incorporate into plans where appropriate, determine saffing needs based on priority and LEP Compliant Exercises Operations Mgr/E&T Operations Mgr/							1		Title Vi and EE. Compilant Exercises	2001 01110101	5	- Jane John, 2020
Long Term Goal  Long Term Goal  Eve Year Pureau Objective  Strategy: Develop Multi-Language BEECN Program  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Strategy: Develop Multi-Language BEECN Program  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Strategy: Develop Multi-Language BEECN Program  Determine sects in crease access for communities of color and minimizes of color and minimizes of color and communicate in Safe Harbor Languages  Languages  Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Strategy: Develop Multi-Language BEECN Program  Determine BEECN priority in PBEM's process, incorporate into plans where appropriate, determine staffing needs based on priority and plans'    Bureau  Ongoing  Operations Mgr/E&T Coordinator  Oreniator  Oresight  Oversight  Oversight  Oversight  Out of the Vear S  Vear 4  Vear 5  V												
Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Long Term Goal  Five Year Bureau Objective  Strategy: Develop Multi-Language BEECN Program  Bureau Objective Strategy: Develop Multi-Language BEECN Program  Bureau Objective Strategy: Develop Multi-Language BEECN Program  Basic Earthquake Emergency Communities of color and minigrant and refugee communities  Communicate in Safe Harbor Languages  Languages  Bureau Objective Strategy: Develop Multi-Language BEECN Program  Determine BEECN priority in PBEM's process, incorporate into plans where appropriate, deterimine staffing meeds based on priority and plans' leads and propriety and plans' leads and propriety and plans' leads to minimize identified gaps analysis  Pear 3 Year 3 Year 5 Year 3 Year 5 Year 4 Year 5  Determine BEECN Program  Determine BEECN priority in PBEM's process, incorporate into plans where appropriate, deterimine staffing meeds based on priority and plans' leads and propriety and plans' leads and plans' leads and propriety						80.00 .00.00.00	Quantify resources					
Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle  Long Term Goal  Long Term Goal  Long Term Goal  Strategy: Develop Multi-Language BEECN Program  Strategy: Develop Multi-Language BEECN Program  Strategy: Develop Multi-Language BEECN Program  Basic Earthquake Emergency Communication Node (BEECN) Stress have capability to communicate in Safe Harbor Languages  Angel Staff Bureau  Basic Earthquake Emergency Communication Node (BEECN) Stress have capability to communicate in Safe Harbor Languages  Bureau  Bureau  Bureau  Bureau  Bureau  Bureau  Determine BEECN Program										Operations Mgr/E&T	Bureau	
Long Term Goal Five Year Bureau Objective Strategies and Actions Strategies and Actions Year 1 Year 2 Year 3 Year 4 Year 5 Strategy: Develop Multi-Language BEECN Program  Basic Earthquake Emergency Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Languages  Bureau  Bur			Determine cost: personnel, materials, time. Develop Budget, Request budget during COP Budget Cycle						Title VI and LEP Compliant Exercises			Ongoing
Change existing City services using racial equity best are actives to increase access for communities of color and refugee communities  Ammigrant and refugee communities  Ties have capability to communicate in Safe Harbor Languages  Languages  Basic Earthquake Emergency Communication Node (BEECN)  Sites have capability to communicate in Safe Harbor Languages  Languages  Bureau  Determine BEECN priority in PBEM's priority in PBEM's communicate in Safe Harbor Languages  into plans where appropriate, determine staffing needs based on priority and plans' some priority	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
Communication Node (BEECN) Sites have capability to communities of color and integrant and refugee communities  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Communication Node (BEECN) Sites have capability to communicate in Safe Harbor Languages  Bureau			Strategy: Develop Multi-Language BEECN Program									
mmigrant and refugee communities  Sites have capability to communicate in Safe Harbor Languages  Languages  determine staffing needs based on priority and plans'  Bureau	Change existing City services using racial equity best					<u> </u>						
communicate in Safe Harbor Languages  into plans where appropriate, determine sffing needs based on priority and plans' Bureau	practices to increase access for communities of color and					1						
Languages  appropriate, deterimine staffing needs basted on priority and plans' Bureau	immigrant and refugee communities											
deterimine staffing needs based on Priority and plans' Bureau		communicate in Safe Harbor				1						
needs based on priority and plans' Bureau		Languages				1						
priority and plans' Bureau												
Determine cost: Personnel, materials, time.   desired use   Title VI and LEP Compliant BEECN Sites   BEECN PM / Finance Mgr   Director   June 30th, 2018						1						
		1	Determine cost: Personnel, materials, time.		desired use	J			Title VI and LEP Compliant BEECN Sites	BEECN PM / Finance Mgr	Director	June 30th, 2018

				Burgou Borfe	······································						
				Establish staffing and							
				materials costs, seek reliable funding if	reliable funding if						
				BEECNs are a critical		Load into requested	Load into requested			Bureau	
		Develop Budget, Request budget during COP Budget Cycle		resource	resource	budget	budget	Title VI and LEP Compliant BEECN Sites	BEECN PM / Finance Mgr		Ongoing
								,	, , , , , ,		- 0- 0
					Develop rolling	Volunteers from the					
					outreach plan to site						
					culturally,	are the BEECN	suit specfic			_	
		Develop partnerships with private and public organizations who would help provide BEECN volunteers with interpretation skills			lingusitcally specific BEECNs	volunteers maintaining specific BEECNs	communities they are located in	Title VI and LEP Compliant BEECN Sites	BEECN PM / Title VI Mgr	Bureau Director	Ongoing
		Develop partnerships with private and public organizations who would help provide below volunteers with interpretation skins			Add other	specific BEECINS	are located iii	Title Vi and EEP Compilant BEECN Sites	BLECK FIVE/ Title VEIVIGE	Director	Origoring
					vulnerability factors						
					such as						
					neighborhood						
				Use OEHR, other	hazards, access to						
					emergency services					Bureau	
		Use demographic data to assess current languages		priorities	to prioritize BEECN placement			Title VI and LEP Compliant BEECN Sites	BEECN PM / Title VI Mgr	Director	Ongoing
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	Year 1	Year 2	Year 3	Year 4	Year 5	Title Vi and EET Compilant BEECH Sites	Lead Staff	Oversight	Due Date
6		Strategy: Building Organizational Knowledge									
Change existing City services using racial equity best	All PBEM staff receive ongoing			Identify training							
practices to increase access for communities of color and				organizations/individ							
immigrant and refugee communities	equity expertise			uals, what they train					Equity	D	
		Advantage and a second discount of the second		on, money and time				Title War d. LED Consultant DEECN City	Committee/Business	Bureau Director	June 30th, 201
		Identify organizations providing racial equity training	Identify training needs based on	costs				Title VI and LEP Compliant BEECN Sites	Operations Mgr	Director	June SOTH, 201
			Strategic plan, bureau	Review training	Continue expanding	Continue expanding	Continue expanding				
			goals/priorities and staff feedback.	needs based on	training goals as	training goals as	training goals as		Equity		
			Tie training to other equity goals in		capacity increases in				Committee/Business	Bureau	
		Identify PBEM's racial equity training needs	plan.	and Equity plan	staff	staff	in staff	Title VI and LEP Compliant BEECN Sites	Operations Mgr	Director	Ongoing
					Review training	Review training	Review training acomplishments				
					acomplishments and				Equity		
					establish new goals				Committee/Business	Bureau	
		Ongoing dialogue and training on identified racial equity needs/topics			with Strategic Plan		Plan	Title VI and LEP Compliant BEECN Sites	Operations Mgr	Director	Ongoing
				Input into budget to			Input into budget	·			
				allow for a minimum	allow for a	Input into budget to					
			Input into budget to allow for a		minimum of 2	allow for a minimum	minimum of 2				
			input into bauget to allow for a	of 2 trainings per						Bureau	
Lang Tarry Cool	Five Veer Bureau Ohioshiva	Identify/Develop budget and available racial equity training programs.	minimum of 2 trainings per year	year	trainings per year	of 2 trainings per year	trainings per year	Title VI and LEP Compliant BEECN Sites	Finance Mgr	Director	Ongoing
Long Term Goal	Five Year Bureau Objective	Strategies and Actions	minimum of 2 trainings per year  Year 1		trainings per year Year 3	of 2 trainings per year Year 4	trainings per year Year 5	Title VI and LEP Compliant BEECN Sites	Finance Mgr Lead Staff		Ongoing Due Date
Long Term Goal  End disparities in city government hiring and promotions		Strategies and Actions Strategy: Establishing Diversity Goals	minimum of 2 trainings per year Year 1	year	trainings per year Year 3	of 2 trainings per year Year 4	trainings per year Year 5	Title VI and LEP Compliant BEECN Sites	Finance Mgr Lead Staff		Ongoing  Due Date
Long Term Goal  End disparities in city government hiring and promotions		Strategies and Actions Strategy: Establishing Diversity Goals d	minimum of 2 trainings per year  Year 1  Review City rules and policies regarding hiring/equity, create	year	trainings per year Year 3	of 2 trainings per year Year 4	trainings per year Year 5	Title VI and LEP Compliant BEECN Sites  Adoption of PBEM racial diversity recruitment	Finance Mgr Lead Staff		Ongoing  Due Date
Long Term Goal  End disparities in city government hiring and promotions	Hiring goals are met or exceede	Strategies and Actions Strategy: Establishing Diversity Goals d	minimum of 2 trainings per year Year 1  Review City rules and policies	year	trainings per year Year 3	of 2 trainings per year Year 4	trainings per year Year 5		Finance Mgr  Lead Staff  Business Operations Mgr	Director Oversight	Ongoing  Due Date  June 30th, 201
Long Term Goal  End disparities in city government hiring and promotions	Hiring goals are met or exceede to increase the racial diversity o	Strategies and Actions  Strategy: Establishing Diversity Goals  d f	minimum of 2 trainings per year Year 1  Review City rules and policies regarding hiring/equity, create consise summary	year Year 2	trainings per year Year 3	of 2 trainings per year Year 4	trainings per year Year 5	Adoption of PBEM racial diversity recruitment	Lead Staff	Director Oversight Bureau	Due Date
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Long Term Goal  End disparities in city government hiring and promotions  Long Term Goal	Hiring goals are met or exceede to increase the racial diversity of PBEM employees.	Strategies and Actions  Strategy: Establishing Diversity Goals  d f Identify City of Portland racial diversity hiring goals/resources  Identify how City of Portland's racial diversity hiring goals pertain to PBEM specifically  Establish recruitment guidelines specific to racial diversity hiring within PBEM  Adopt/implement racial diversity recruitment guidelines each time PBEM has hiring needs	minimum of 2 trainings per year Year I  Review City rules and policies regarding hiring/equity, create consise summary  Forcast PBEMs staffing needs based on strategic plan, leadership feedback and the state of emergency management needs in Portland  Develop body of equity competencies for candidates and job	year Year 2  Review forcast and adjust  Develop standing list of racial equity questions for job interviews, based on examples and resarch of OEHR, other juristictions, etc  Review demographic data provied by HR regarding applicants to d.etermine where PoC are dropping out	Develop 'standard' PBEM racial equity hiring outreach to be	Review HR data to determine any change in PBEMS hiring goals, adjust outreach, competencies and questions	Year 5  Continue review	Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment	Business Operations Mgr  Business Operations Mgr  Business Operations Mgr	Director Oversight  Bureau Director  Bureau Director  Bureau Director	June 30th, 201
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Long Term Goal  Change existing City services using racial equity best practices to increase access for communities of color and	Five Year Bureau Objective  A library of racial demographic data and other resources	Strategies and Actions  Strategy: Establishing Diversity Goals  d f Identify City of Portland racial diversity hiring goals/resources  Identify how City of Portland's racial diversity hiring goals pertain to PBEM specifically  Establish recruitment guidelines specific to racial diversity hiring within PBEM  Adopt/implement racial diversity recruitment guidelines each time PBEM has hiring needs  Strategies and Actions	minimum of 2 trainings per year  Vear 1  Review City rules and policies regarding hiring/equity, create consise summary  Forcast PBEMs staffing needs based on strategic plan, leadership feedback and the state of emergency management needs in Portland  Develop body of equity competencies for candidates and job description that describes them  Year 1  Develop research team and allocate time to search other	year Year 2  Review forcast and adjust Develop standing list of racial equity questions for job interviews, based on examples and resarch of OEHR, other juristictions, etc  Review demographic data provied by HR regarding applicants to d.etermine where PoC are dropping out	Develop 'standard' PBEM racial equity hiring outreach to be	Review HR data to determine any change in PBEMS hiring goals, adjust outreach, competencies and questions	Year 5  Continue review	Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment	Business Operations Mgr  Business Operations Mgr  Business Operations Mgr	Director Oversight  Bureau Director  Bureau Director  Bureau Director	June 30th, 203  June 30th, 203
Long Term Goal  Change existing City services using racial equity best	Five Year Bureau Objective  A library of racial demographic data and other resources	Strategies and Actions  Strategy: Establishing Diversity Goals  Identify City of Portland racial diversity hiring goals/resources  Identify how City of Portland's racial diversity hiring goals pertain to PBEM specifically  Establish recruitment guidelines specific to racial diversity hiring within PBEM  Adopt/implement racial diversity recruitment guidelines each time PBEM has hiring needs  Strategies and Actions  Strategy: Build Inhouse Library	minimum of 2 trainings per year  Year I  Review City rules and policies regarding hiring/equity, create consise summary  Forcast PBEMs staffing needs based on strategic plan, leadership feedback and the state of emergency management needs in Portland  Develop body of equity competencies for candidates and jot description that describes them  Year 1  Develop research team and allocate time to search other juristictions/bureaus for data.	year Year 2  Review forcast and adjust Develop standing list of racial equity questions for job interviews, based on examples and resarch of OEHR, other juristictions, etc  Review demographic data provied by HR regarding applicants to d.etermine where PoC are dropping out	Develop 'standard' PBEM racial equity hiring outreach to be	Review HR data to determine any change in PBEMS hiring goals, adjust outreach, competencies and questions	Year 5  Continue review	Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment	Business Operations Mgr  Business Operations Mgr  Business Operations Mgr	Director Oversight  Bureau Director  Bureau Director  Bureau Director	June 30th, 201
Long Term Goal  Change existing City services using racial equity best practices to increase access for communities of color and	Five Year Bureau Objective  A library of racial demographic data and other resources provides a foundation of information for PBEM employees.	Strategies and Actions  Strategy: Establishing Diversity Goals  Identify City of Portland racial diversity hiring goals/resources  Identify how City of Portland's racial diversity hiring goals pertain to PBEM specifically  Establish recruitment guidelines specific to racial diversity hiring within PBEM  Adopt/implement racial diversity recruitment guidelines each time PBEM has hiring needs  Strategies and Actions  Strategy: Build Inhouse Library	minimum of 2 trainings per year Year 1  Review City rules and policies regarding hiring/equity, create consise summary  Forcast PBEMs staffing needs based on strategic plan, leadership feedback and the state of emergency management needs in Portland  Develop body of equity competencies for candidates and job description that describes them  Year 1  Develop research team and allocate time to search other juristictions/bureaus for data. Develop process for updating and	year Year 2  Review forcast and adjust Develop standing list of racial equity questions for job interviews, based on examples and resarch of OEHR, other juristictions, etc  Review demographic data provied by HR regarding applicants to d.etermine where PoC are dropping out	Develop 'standard' PBEM racial equity hiring outreach to be	Review HR data to determine any change in PBEMS hiring goals, adjust outreach, competencies and questions	Year 5  Continue review	Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment guidelines  Adoption of PBEM racial diversity recruitment	Business Operations Mgr  Business Operations Mgr  Business Operations Mgr	Director Oversight  Bureau Director  Bureau Director  Bureau Director	June 30th, 201  June 30th, 201
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				Burnau Bar	Train staff on use,						1
				Create 'PBEM	assign 'librarian' to						l l
				Library' folder on S	folder to maintain					Bureau	l l
		Determine how all racial equity resources or links to resources can be housed in one area i.e. database, shared drive, or other		drive, subfolders	clarity and function			Model is in place, used and shared	Office Specialist II	Director	Ongoing
								·			
				Develop index		Review and adjust					l l
				system that can be		system based on				Bureau	l l
		Develop central matrix that will allow anyone looking for this information to access quickly and efficiently		easily updated		feedback after 1 yr use		Model is in place, used and shared	Office Specialist II	Director	Ongoing
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
		Strategy: Develop Internal Scorecard									
	PBEM is recognized as a leader in										l l
practices to increase access for communities of color and	intergrating racial equity goals in			Review other 'scoring							
immigrant and refugee communities	emergency management			methods', deveop	Test, finalize and		Review, update			Bureau	
	planning and preparedness	Develop scorecard to measure all items in this Racial Equity Plan		draft for review	adopt Scorecard		Scorecard	PBEM Equity Plan used as model for other agen	cies Equity Mgr	Director	Ongoing
					Train staff in						l l
					scorecard use,	Intergrate scorecard					l l
					develop SOP for	measures into					l l
					scorecard inclusion	Manager perf.				Bureau	
		Apply measurements and ensure PBEM meets and exceeds plan			in planning decisions	Evaluations		PBEM Equity Plan used as model for other agen	cies Equity & Ops Mgr	Director	Ongoing
							Publish PBEM				l l
							equity scorecard				
						Analyze existing equity				_	
							documents/intrane			Bureau	
		Benchmark against other emergency management organizations				measure against PBEM	t/other sources	PBEM Equity Plan used as model for other agen	ies Equity/Ops Mgr	Director	Ongoing

Bureau Director has reviewed and ap	proved the plan and supports the implement	tation of these changes over the coming five years	
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Director Signature		Date 10/24/16	
Cermento-			
Printed Name	Carmen Merlo		