

# Portland Bureau of Emergency Management 2014-2016 Strategic Plan



**PORTLAND BUREAU OF EMERGENCY MANAGEMENT**

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# Mission: Disaster Risk Reduction Through Leadership and Coordination

The Portland Bureau of Emergency Management (PBEM) utilizes planning, training and exercises to continually develop and sustain the city's mitigation, preparedness, response and recovery capabilities. These capabilities minimize the loss of life and property and protect the environment from emergencies and significant disruptions.

# Vision: A Resilient Portland

A resilient Portland does more than withstand emergencies and disruptions – it remains functional, recovers quickly, grows and thrives. By improving building standards, integrating hazard mitigation into land use planning, protecting the environment and managing assets, a resilient Portland significantly reduces the social, economic and environmental losses caused by disasters.

Resilience is influenced by many factors. The 2014 - 2016 Strategic Plan implements a multi-faceted approach to building citywide resilience.



# Progress

PBEM's 2011-2013 Strategic Plan included five overarching goals with 34 objectives that enhance emergency preparedness and response capabilities and increase community resilience. During that time, the bureau achieved – or is in the process of achieving – 29 (85%) of the objectives. Three objectives (9%) will be accomplished as part of the 2014-2016 Strategic Plan. Due to evolving priorities and budgetary constraints, the remaining two objectives (6%) are no longer applicable.

**Other notable achievements during the 2011-2013 strategic plan implementation period include:**

## **Enhancing emergency preparedness and response capabilities**

- Overseeing the construction of a new state-of-the-art Emergency Coordination Center (ECC). The ECC is the centralized location that supports the on-scene response to an emergency. The new hardened facility is equipped with power and communications redundancies to ensure continued operation after a disaster.
- Conducting the first-of-its kind citywide test of CENS. CENS allows emergency responders to communicate via email, text and phone to geographically targeted audiences during emergencies.
- Implementing and administering PublicAlerts.org website that centralizes service disruption information and allows residents to sign up for Portland's Community Emergency Notification System (CENS).

- Conducting the largest full-scale exercise in Portland since 2007. On May 22, 2013 PBEM activated all 48 Basic Earthquake Emergency Communication Node (BEECN) locations and 25 fire stations using 140 volunteers, 30 amateur radio operators and 50 city employees to test the system.
- Acquiring a facility on the west side of the Willamette River to provide an alternate location for directing emergency response operations and fueling response vehicles.
- Securing the ability to disseminate emergency information to the public via Wireless Emergency Alerts (WEA). WEA sends text-like messages, accompanied by a special tone and vibration, to WEA-enabled cell phones within range of a particular cell tower.
- Executing a memorandum of understanding with Oregon Public Broadcasting (OPB) to transmit emergency information to the public through their network of radio and television channels.

## **Increasing community resiliency**

- Growing the number of active Neighborhood Emergency Team (NET) volunteers. Since the program's inception in 1994, PBEM and Portland Fire & Rescue have trained over 1,500 volunteers including 521 active NET volunteers and 351 applicants/trainees that are in the process of completing the NET training program. In total, our 872 NET volunteers have contributed 7,085 volunteer hours.
- Launching the Basic Earthquake Emergency Communication Node (BEECN) program – a network of 48 equipment-cached sites throughout Portland that will be used to send and receive emergency information after a citywide emergency.

- Integrating the Portland and Multnomah County Additional Needs Registry (ANR) into CENS. The ANR is a voluntary program for residents in Portland and Multnomah County who may need specific disability-related assistance and/or accommodations in the event of a major disaster.
- Developing an emergency preparedness video education series viewable at PBEM's website [www.portlandoregon.gov/pbem](http://www.portlandoregon.gov/pbem).

## Local and National Trends – Challenges and Opportunities

### Aging Critical Infrastructure and Lifeline Vulnerabilities

Portland's concentration of people, buildings, critical infrastructure and commerce make it the economic engine of the state. Yet, most of the city's utility and lifeline infrastructure (transportation, water, sewer, telecommunications, electrical, liquid fuel and natural gas transmission and distribution systems) were designed and built prior to an understanding of the Pacific Northwest's seismic risk. Maintaining and investing in this infrastructure is vital. These assets not only support Portland's economic and community vitality, they're crucial to ensuring the city's recovery after an emergency. Many of the bridges located in Portland and much of the systems for storm water and drinking water are nearing the end of their planned service life. Repairing, rehabilitating, or replacing these assets will require a significant investment and efforts to do so are sometimes hampered because much of the infrastructure is located underground.

Adding to this challenge are the complex interdependencies of lifeline infrastructure, both functionally and geographically. Portland has the state's largest concentration of critical energy infrastructure along a six-mile stretch of the Willamette River. Energy companies with facilities/terminals in this area include: BP, Williams, Chevron, ConocoPhillips, Kinder Morgan, McCall Oil, NuStar, Shell, NW Natural, Portland General Electric and the Bonneville Power Administration. Unluckily, this hub is also located in an area prone to liquefiable soils, lateral spreading, flooding, wild land fire and earthquakes.

Energy is crucial to the functioning of other infrastructure. Power is needed to pump fuel, run treatment plants and power computer systems. However, energy too is dependent on other lifelines – including the transportation and communications infrastructure – for its supply and distribution. A local or subduction zone earthquake effecting this critical energy infrastructure hub will have devastating cascading impacts. These may include hazardous materials spills/fires and widespread fuel shortages.

### From Sustainability to Resilience

Some have described sustainability as people having minimal impact on the environment whereas resilience is the environment having minimal impact on people. Portland has invested heavily in sustainable and smart growth development, but disasters around the world provide a cautionary lesson: urban development cannot be sustainable if it occurs, or concentrates people, property and resources, in hazard-prone areas, or is built in non-resilient ways. Truly sustainable development must also be resilient. This requires informed decisions about where and how we construct buildings and infrastructure. It also means broadening sustainability standards from energy efficiency to overall building

performance - including seismic performance. This could apply to both green infrastructure (street trees, bioswales) and the built environment (unreinforced masonry retrofitting).

If Portland is to succeed at being a sustainable and resilient city, it must make full use of its zoning ordinances, building codes, open space and steep slope regulations, and other land use planning policies to balance smart growth goals with disaster mitigation. There is a real opportunity to further integrate Portland's sustainability and hazard mitigation strategies as the City prepares to update both the Comprehensive Plan and the Natural Hazard Mitigation Plan.

### **Emergency Preparedness: One Micro-community at a Time**

Portland is home to micro-climates, micro-apartments and micro-businesses. Emergency preparedness can learn from the efficiencies and innovations inherent in these "micro" frameworks. Consider micro-tasking – the process of breaking down a large, complex project into a series of small, discrete tasks. A growing number of emergency response and humanitarian aid organizations are using micro-tasking to leverage the knowledge, skills and abilities of hundreds or thousands of online volunteers.

To achieve citywide emergency preparedness, we should replicate this framework as a more manageable approach to public information and community outreach. Rather than defining communities by arbitrary neighborhood association or census block boundaries we should pursue targeted messaging for established and emerging micro-communities. For example, a more strategic approach might be to develop hyperlocal information specific to unique communities and circumstances (high-rise dwellers vs. single family homeowners, floodplain vs. landslide risk, etc).

### **Disaster Resilience as an Economic Development Strategy**

The direct and indirect economic costs of disasters are high. Direct economic impacts include damage to infrastructure (roads and utilities), residential, commercial and public buildings and their contents, as well as the costs of emergency response and recovery measures. Indirect economic costs are harder to measure, but disasters significantly impact business continuity, public services and employment and cause loss of productivity and economic growth. The economic benefit of investing in disaster risk reduction is to mitigate many of these direct and indirect costs. Admirably, many private sector companies have embraced resilience and have deliberately embedded disaster risk management (e.g., improving supply chain processes, relocating or hardening facilities in known hazard areas) in their business operations. For these companies, disaster resilience is a business continuity strategy that also strengthens competitiveness and long-term sustainability.

Reliable critical infrastructure (roads, electricity, fuel, water/wastewater, communication networks) supports economic competitiveness and a vibrant economy. Portland's early adoption of multi-modal transportation systems and leadership in sustainable development practices has helped to attract economic development opportunities

Portland NET





where skilled employees want to work. However, a resilient economy depends on both the public and private sector's ability to manage and modernize critical transportation and utility assets and infrastructure.

Creating a resilient economy also requires investments in housing and commercial building stock. There is an opportunity to accelerate job creation and employment opportunities in construction and real estate development industries by investing in sustainable and resilient building practices. Investments in urban development provide employment opportunities for building professionals and construction and manufacturing trades. These investments also ensure housing and workplace facilities will be available and safe to occupy for residents and employees after an earthquake. Simply put, a safe and available workforce is the foundation of business continuity.

### **Increasingly Important Role of Social Media during Emergencies**

The role of social media continues to evolve during emergencies. The Great Tōhoku Earthquake, Hurricane Sandy and the Boston Marathon bombing tragedies confirm that disaster-affected communities and their first responders immediately rely on social media to share and access up-to-date news and information. In response to degraded telecommunications capabilities and limited bandwidth on cellular networks after emergencies, texts, tweets and posts to Facebook replace traditional forms of communication. Social media provides a real-time interactive platform for information sharing and first-person accounts of the impacts of the emergency.

## **Among all NET volunteers:**

- Over 88% provided demographic information on race/ethnicity and gender.
- Whites make up 89.6% of NET volunteers.
- 4.7% identify as two or more races.
- Asians make up 1.8% of NET volunteers.
- Blacks or African Americans make up 1.5% of NET volunteers.
- Hispanics / Latinos make up 1.4% of NET volunteers.
- American Indians or Alaska Natives make up 0.9% of NET volunteers.
- 0.1% identified as Native Hawaiian / Pacific Islander.
- 48.3% identified as female, 50.3% identified as male, 0.2% identified as transgender and 0.3% identified as transsexual.
- The average age of NET volunteers is 49.
- NETs are primarily distributed on the east side of the Willamette River with:

23.1% in NE Portland  
22.3% in SE Portland  
18% in SW Portland  
7.4% in Central City  
5% in NW Portland  
10.3% in East Portland  
13.9% in N Portland

But there are also challenges to the use of social media. Crowd sourced information is not always accurate and misinformation spreads as virally as verified information. Also, the volume of posts on Twitter, Facebook, Instagram and other social media can easily overwhelm response agencies trying to monitor and respond to this information.

## Equity Goals

Disasters impact low income and vulnerable populations disproportionately, oftentimes compounding existing social and economic inequities. Yet, close-knit historically disadvantaged communities have also developed unique strengths that help their members endure disruption and persevere in hardship. PBEM seeks to build relationships with community groups across the City and to engage, inform, and learn from those communities in developing emergency plans. Micro-communities that PBEM seeks to engage specifically include immigrant groups, ethnic and language minorities, communities of color, and the disability community.

PBEM is committed to fostering the achievement of citywide equity goals and ensuring that PBEM's programs and services are accessible and beneficial to all residents of the city. To that end, PBEM works in partnership with Multnomah County to ensure that plans and procedures for health and human services address the needs of vulnerable populations. PBEM also aims to provide emergency communications that is accessible to all residents.

One of PBEM's community engagement efforts is the Neighborhood Emergency Team (NET) program. In 2012, PBEM began tracking the demographics of its NET volunteers. The NET program is gender-balanced, but people of color and low-income neighborhoods are under-represented. PBEM has initiated steps to expand NET training opportunities for geographically underserved communities and communities of color.

Portland's Emergency  
Coordination Center





# Our Three-Year Strategy

PBEM's three-year strategy is designed to build on the work of the previous strategic plan, and bring forward new projects and initiatives to elevate the bureau's services to an even higher level. A focus of the strategy is the pursuit of the national Emergency Management Accreditation Program (EMAP). In the emergency management discipline, EMAP is the industry standard for excellence. It is a refined set of program requirements based on years of lessons learned from emergencies. Communities achieving EMAP accreditation are among the most prepared to handle any emergency. Around the country, few state agencies – and even fewer cities – successfully meet each of the 64 EMAP requirements, and none presently in Oregon.

Pursuing EMAP is not just about ensuring Portland has all of the necessary plans and procedures in place before the next disaster strikes. It also promotes the implementation of a collective process to better understand the needs of micro-communities and determine the best ways to improve the city's emergency management program and capabilities to better serve all residents. The improvements made as a result of the EMAP process will benefit residents and businesses by ensuring Portland's emergency management program is in line with national best practices. The benefits will also be felt in the years ahead – maintaining accreditation will require PBEM to continue operating in compliance with EMAP and go through a reassessment process every five years.

The following goals and objectives outline a prioritized work plan that will guide the work of the bureau between 2014-2016. Objectives in bold type represent the top ten bureau-wide priorities.

## **Goal 1: Expand and maintain a complete suite of mitigation, response, and recovery plans that meet objective standards of high professional achievement in the field of emergency management.**

- 1.1 Incorporate updated seismic, landslide and liquefaction hazard maps into plans and documents and integrate climate change adaptation in hazard mitigation and response plans. *Planning & Preparedness Section* – December 2014.
- 1.2 Engage City infrastructure bureaus, Multnomah County Emergency Management and community and private sector partners to develop a Damage Assessment Plan that coordinates the process of collecting and reporting damage assessments of public and private sector critical facilities and lifelines as well as other public and private property. *Planning & Preparedness Section* – January 2014.
- 1.3 Develop an Evacuation Plan that pre-identifies evacuation routes and supports the transportation of individuals with disabilities or others with access and functional needs including their service animals and household pets. *Operations Section / Planning & Preparedness Section* – July 2014.
- 1.4 Develop a Resource Management Plan to guide resource mobilization protocols and enable the timely and efficient tracking, deployment and recovery of resources before, during and after an incident. Work with infrastructure bureaus, Multnomah County Emergency Management and regional partners to improve mission/task-tracking capabilities and identify a process for facilitating the real-time tracking of resources through WebEOC. *Operations Section / Planning & Preparedness Section* – May 2015.

- 1.5 Complete a preliminary assessment of compliance with EMAP standards and identify focus areas for next 18 months (in preparation for accreditation by December 2016). *Planning & Preparedness Section* – July 2015.
- 1.6 Facilitate the development of a Private Sector Coordination Plan that describes the activities necessary to ensure effective coordination with both for-profit and not-for-profit private sector agencies including critical infrastructure, key resources, other business and industry components, and nongovernmental organizations (NGOs). *Planning & Preparedness Section* – August 2015.
- 1.7 Partner with the Office of Neighborhood Involvement (ONI) and Community Organizations Active in Disaster (COAD) to complete a Volunteer & Donations Management Plan that outlines the processes used to support the most efficient and effective use of affiliated and unaffiliated volunteers, organizations and donated goods. *Planning & Preparedness Section / NET Program* – October 2015.
- 1.8 Work with the BPS, Portland Housing Bureau and Portland Development Commission to complete a Recovery Plan that addresses both short- and long-term efforts for the rebuilding and revitalization of impacted communities, the environment and the economy. *Planning & Preparedness Section* – December 2016.
- 1.9 Collaborate with Multnomah County Human Services, Multnomah County Public Health, Multnomah County Emergency Management and the American Red



Planning for a disaster

Cross to develop a Mass Care, Emergency Assistance, Housing and Human Services Plan that supports operations including sheltering, feeding, emergency first aid, disaster welfare information and bulk distribution of emergency relief items to disaster victims. *Planning & Preparedness Section* – April 2016.

- 1.10 **Implement recommendations from the citywide Continuity of Operations Plan (COOP) and mitigation actions from the Natural Hazard Mitigation Plan (NHMP). Complete scheduled updates of existing plans including: Natural Hazard Mitigation Plan, Basic Emergency Operations Plan, Local Energy Assurance Plan, Continuity of Operations Plan, Coordination & Control Plan, Communications Plan, Alert & Warning Plan, Debris Management Plan, Terrorism Plan, Flood Plan, Earthquake Plan, Severe Weather Plan and Threats & Hazards Inventory and Risk Assessment (THIRA). *Planning & Preparedness Section* – Ongoing.**

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

- 2.1 Secure the commitment of bureau directors to identify, train and exercise ECC responders in command / general staff roles as well as supporting roles. *Director's Office* – June 2014.
- 2.2 Update ECC concept of operations and operational guidelines to integrate the capabilities of the new facility. *Operations Section* - September 2014.
- 2.3 **Systematically train and engage two teams of ECC responders capable of staffing all essential positions within the ECC continuously following a major disaster.** *Operations / Exercise & Training Section* – December 2016.
- 2.4 **Engage the mayor, commissioners and bureau directors in exercises to facilitate the implementation of continuity of operations plans and formulation of policy decisions in support of emergency response and recovery.** *Exercise & Training Section* – Ongoing.
- 2.5 Engage at least 100 City employees in a training, facility tour or exercise with PBEM each calendar year. *Exercise & Training Section* – Ongoing.
- 2.6 Work with Bureau of Technology Services and Water Bureau, Portland Bureau of Transportation and BDS Damage Assessment Teams to pilot a real-time damage assessment reporting and mapping tool via PDX Reporter. *Operations Section / Planning & Preparedness Section* – December 2014.
- 2.7 Partner with ONI and the Office of Equity and Human Rights (OEHR) to improve the City's ability to provide timely, accurate and useful information, particularly in multiple languages. Conduct an annual test of the Community Emergency Notification System (CENS). *PIO Section / Planning & Preparedness Section / NET Program* – August/Annual.
- 2.8 Conduct quarterly test of the Basic Earthquake Emergency Communication Node program. *Operations Section / NET Program* – Quarterly/Ongoing.
- 2.9 Explore utilizing a Virtual Operations Support Team (VOST) to help monitor social media during major incidents. *PIO Section* – September 2014.
- 2.10 Streamline WebEOC boards so that they more closely align with ECC and bureau operations. Ensure WebEOC is accessible even for first-time users. *Operations Section* – July 2014.
- 2.11 Annually conduct no less than six bi-monthly WebEOC trainings for bureau and ECC responders and liaisons. *Operations Section* – Bi-monthly.
- 2.12 Train and position PBEM duty officers to serve as an Incident Management Team (IMT) during ECC activations. *Operations Section / Exercise & Training Section* – December 2015.

### **Goal 3: Inspire a culture of preparedness.**

- 3.1 **Partner with Portland Fire & Rescue to provide basic and advanced training opportunities for NET members. Annually instruct 150 volunteers in basic NET training with a goal of 25% of students from underserved populations. Provide no less than 24 hours of advanced training or exercise opportunities on an annual basis. *NET Program – Ongoing.***
- 3.2 Develop an abbreviated preparedness curriculum as an alternative to the full 24 hour NET training to allow more people access to important preparedness training. Participants would not be NET members but would benefit from many of the same concepts taught during the Basic NET curriculum. *NET Program – December 2014.*
- 3.3 Leverage expertise from ONI and OEHR to develop a multi-lingual video education series that helps educate city employees and the public on emergency response plans. *PIO Section / Planning & Preparedness Section – Ongoing.*
- 3.4 Engage ONI and OEHR to develop a vibrant community outreach program that tailors presentations to micro-communities (including language/ethnic/disability communities) and hazard-specific risks. *Public Information Officer (PIO) Section / NET Program – Monthly.*
- 3.5 Work with OMF – Procurement Services to re-establish a Business Disaster Registry that allows companies to inventory goods and services they may have available for use by the City in an emergency. *Finance Section – March 2015.*
- 3.6 Partner with the Bureau of Human Resources to develop a new employee orientation program that includes information on local hazards and emergency preparedness, as well as a curriculum for ongoing employee training. *Director's Office/PIO Section/Exercise & Training Section – March 2015.*
- 3.7 Continue long-term emergency planning around the 20-minute neighborhood hub concept and practice leveraging local knowledge and the relationships and resources in these areas through regular exercises. *NET Program – Ongoing.*
- 3.8 Develop a sustainment plan for the Basic Earthquake Emergency Communication Node (BEECN) program. *NET Program – January 2014.*
- 3.9 Explore a business partnership program that formalizes collaborative relationships with the private sector and helps organizations develop business continuity plans to better prepare their employees, services, and facilities for disasters. *PIO Section – September 2014.*
- 3.10 Partner with Portland Building Owners & Managers Association (BOMA), Multnomah County Interfaith Initiative, City Team Ministries and faith-based communities to expand the NET curriculum to include the formation of business-specific and faith-based emergency teams. *NET Program – December 2015.*
- 3.11 Foster relationships with service groups (Boy/Girl Scouts) and schools to reach younger audiences with preparedness messages. *PIO Section / NET Program – Ongoing.*
- 3.12 **Partner with OMF, Portland Bureau of Transportation (PBOT), Portland Water Bureau, City Fleet Services, Multnomah Neighborhood Association and SW Neighborhoods Inc. and others to identify funding and develop a site improvement plan for the use of the SFC Jerome F. Sears US Army Reserve Center. *Director's Office / PIO Section / NET Program – December 2016.***



**Goal 4: Integrate emergency management into broader community-oriented goals and investment strategies.**

- 4.1 Work together with private sector partners in strengthening critical energy infrastructure so that more system redundancies and back-ups exist, dependencies are diversified, and network systems are designed to absorb limited failures without catastrophic disruptions. *Director's Office – December 2016.*
- 4.2 Work with Portland Office of Management & Finance (OMF) – Bureau of Internal Business Services (BIBS) to adopt non-structural mitigation measures of key building system components (sprinklers and fire alarms, electrical, mechanical, HVAC, water/sanitation, stairwells, security, back-up power) to minimize disruptions to City employees and essential building functions. *Director's Office – December 2016.*
- 4.3 Work in partnership with the Portland Bureau of Planning & Sustainability (BPS) and the Portland Bureau of Development Services (BDS) to advance hazard-resilient land use planning, building codes and climate change mitigation and adaptation strategies through the integration of the Comprehensive Plan Update and the Natural Hazard Mitigation Plan. *Planning & Preparedness Section – Ongoing.*
- 4.4 Partner with Clean Energy Works Oregon and Oregon Emergency Management to expand Portland's **residential seismic strengthening program** and pilot a Hazard Mitigation Grant Program (HMGP) to subsidize the costs of seismic retrofits for up to 30 qualifying homes. *Director's Office – December 2013.*
- 4.5 Support BDS in adopting an unreinforced masonry (URM) seismic retrofit program for commercial properties. *Director's Office – March 2015.*
- 4.6 Partner with Portland Development Commission to investigate opportunities to integrate resiliency planning into economic and workforce development strategies. Position Portland as a leader in adopting resilience as a vehicle to foster economic development to attract and retain businesses and jobs. *Director's Office – December 2015.*
- 4.7 Collaborate with BDS to pursue changes to the Oregon Mechanical Specialty Code to require the installation of automatic gas shut-off valves for residential and commercial properties. *Director's Office – September 2014.*
- 4.8 Work with Portland Public Schools and other Portland school districts to designate seismically retrofitted or strengthened schools as community gathering areas and family reunification sites. *Planning & Preparedness Section / NET Program – December 2016.*
- 4.9 Support Multnomah County in its effort to conduct a seismic assessment of bridge vulnerabilities and identify funding to retrofit prioritized bridges. *Director's Office / Planning & Preparedness – December 2016.*
- 4.10 Work with the Bureau of Technology Services and Revenue Bureau – Office for Community Technology to develop recommendations to strengthen the resiliency and restoration of the City's telecommunication network. *Director's Office / Planning & Preparedness – December 2016.*

- 4.11 Support the Regional Disaster Preparedness Organization (RDPO) and assist in the implementation of the regional Homeland Security Strategy and RDPO Strategic Plan. *All – Ongoing.*
- 4.12 Coordinate the City's application for, and implementation of, the Rockefeller Foundation's 100 Resilient Cities Centennial Challenge. This is a global effort to build urban resilience around the world. Selected cities will receive financial and technical support to hire a Chief Resilience Officer and build a citywide resilience strategy, as well as access to a network of 99 other cities to share what works. *Director's Office / Planning & Preparedness Section – December 2016.*
- 5.4 Continue to implement the community outreach plan and identify opportunities to foster authentic relationships with, and empower, communities of color and vulnerable populations. *PIO Section / All – Ongoing.*
- 5.5 Prioritize NET and other training opportunities that build local capacity in traditionally underserved communities. *PIO Section / NET Program – Ongoing.*
- 5.6 Develop targeted public outreach and education material and ensure key information posted to our website and other emergency information is translated into several languages. *PIO Section – Ongoing.*
- 5.7 Sponsor greater opportunities for the professional development of PBEM staff and strengthen efforts to improve hiring and recruiting efforts to attract a more diverse workforce. *Director's Office – Ongoing.*

**Goal 5: Adopt equity and diversity goals as part of a whole community approach to emergency preparedness.**

- 5.1 Develop a volunteer program that reflects the City's equity goals by recruiting a task force and developing a plan to increase diversity in the NET program by no less than 35% of current program demographics. *NET Program – January 2014.*
- 5.2 Adopt strategy to ensure emergency plans are consistent with the U.S. Department of Justice requirements for compliance with the Americans with Disabilities Act (ADA) and assess emergency plans against the ***ADA Best Practices Tool Kit for State and Local Governments.*** *Planning & Preparedness Section – December 2015.*
- 5.3 Expand opportunities to meaningfully and intentionally integrate diverse perspectives in the development and review of emergency plans. *Planning & Preparedness Section – December 2014.*

## Conclusion

This is an important time for emergency management. The bureau is operating with a sense of urgency to get Portland prepared for the next disaster, with each day increasing the potential for a Cascadia Subduction Zone earthquake or other hazard to occur. The implementation of the 2010-2013 Strategic Plan brought systematic change to PBEM and improved many facets of the bureau's operations. The course laid out by this plan, the move to a new ECC in late 2013 and the pursuit of EMAP accreditation will enhance PBEM and the City's preparedness efforts to an even higher level.