

STATE OF OREGON
OFFICE OF EMERGENCY MANAGEMENT

Strategic Framework

2018-2022





OREGON OFFICE OF EMERGENCY MANAGEMENT

Vision

An established, equitable culture of preparedness that empowers Oregonians to thrive in times of crisis.

Mission

It is the mission of the Oregon Office of Emergency Management to lead collaborative state-wide efforts, inclusive of all partners and the communities we serve, to ensure capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

Core Values

Advocacy

We value the perspectives of our team, our partners and those we serve and support their efforts to advance our shared interests.

Innovation

We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.

Collaboration

We value sincere, communicative, and supportive partnerships that encourage trust and make us better than we are on our own.

Leadership

We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage, and accountability, and to foster the development of leaders within our organization.

Message from the Director

In 2017, Oregon's Office of Emergency Management (OEM) began to update the strategic plan adopted by our organization in 2014. OEM's Strategic Plan defines the vision, mission, core values and goals for our organization. In updating the plan, OEM conducted feedback sessions with staff to assess our strengths and weaknesses, opportunities and threats, and reviewed the last three years of Oregon Military Department (OMD) customer service surveys to help identify our goal areas and articulate what we do well and where we can do better. This update serves five key purposes:

- Assess progress towards goals and objectives outlined in the 2014 plan
- Incorporate any adjustments given the current environment
- Help prioritize our efforts
- Ensure the entire OEM team sees themselves reflected in the strategy and understands how what they do every day brings us closer to achieving our mission and goals
- Re-assert to our partners and the communities we serve what is important to us, why it is important, how we intend to continue to move the needle towards a statewide culture of preparedness, and to provide a measure of accountability

This, and every strategy, has its limits. Some recommendations by me, my leadership team, and OEM staff were not included in this update. This plan cannot encompass everything, but I want to make sure I provide, at a high level, direction to assist our OEM team in making decisions and establish or re-align priorities based on my Standing Orders and Intent. Whatever we do, if we can justify our adherence to these Standing Orders, we'll be okay:

- Take care of the people of Oregon
- Take care of our partners
- Get to "yes" (find common ground and demonstrate a willingness to compromise to land on a solution that we and our partners can support)

In addition to these Standing Orders, the following lenses can be used to help ensure we take care of our people and our partners, and get to "yes," the right way:



Across the organization, OEM will strive to use the lenses to develop projects and prioritize our efforts. The ideal is to have most of what we do fall within the intersection of each of these three lenses. Higher priority projects fall within that intersection; lower priority projects fall within the intersection of two lenses, are wholly within a single lens, or are entirely outside these three lenses.

I want to thank all of the staff who invested their time and energy into developing this plan. Whether they provided feedback to drafts of this document, engaged in our analysis sessions, or simply shared their aspirations for our organization and their frustrations with barriers that inhibit us, thank you. I also want to thank our partner organizations within the 9-1-1 and emergency management community for their honest, candid feedback since our initial strategic plan was introduced. The success of our office and our ability to continue to evolve is predicated on a passionate, talented team and robust, sincere partnerships. At OEM, we have both. We will continue to do great things.

With gratitude for the opportunity to serve and optimism for our future,

Andrew J. Phelps
Director, Office of Emergency Management



2018-2022

Strategic Framework

Our plan is comprised of four domains:

- Vision, Mission, and Values;
- Strategic Goal Areas (what we hope to achieve over the next five years, or what we want people to say about OEM with regard to each Strategic Goal Area);
- Our current status under each goal area (where we are today, or what someone might say today about OEM with regard to each Strategic Goal Area), and;
- Metrics to evaluate our progress towards reaching our goal, measured and assessed annually. The identified metrics should build off of each other, from year to year. Each target reached becomes a sustainment objective for the following years.

Strategic plans can become bogged down by buzzwords, catch-phrases and soundbites. Our hope

is that this plan is more than slogans, and where they are used they help describe our path and intent, are defined, and are supported by our actions. For example, our organizational vision has been updated to include concepts of equity and a culture of preparedness. These are words and phrases seen from time to time, but perhaps people don't really understand their intent. For OEM, a culture of preparedness means Oregonians have a shared set of beliefs relating to our need to be ready to take care of ourselves, our families and our community during emergencies or disasters. We describe equity as ensuring Oregonians have access to hazard and emergency preparedness information and resources, and a way to summon and receive help in an emergency, regardless of age, education, ethnicity, language, income, physical limitations or geographic barriers. What follows is our vision for Oregon and our strategy to get there.





Strategic Goal Area 1:

Emergency Coordination Center Readiness

Oregon state government has the capacity to organize, and effectively manage and coordinate state operations, in support of local and tribal partners to respond to and recover from emergencies and disasters, regardless of cause.

- **Where we are today** (September 2018): OEM is working towards organizing and documenting the State Emergency Coordination Center (ECC) to ensure effective situational awareness, coordinate across all levels of government and among multiple sectors, establish and maintain primary and redundant communication, and process requests to support the response to emergency incidents. Currently, OEM has no staff working full time in support of the ECC and is challenged to balance the need to dedicate resources to the ECC while maintaining other programmatic and administrative requirements. Most areas of ECC operations need additional focus, to include complete documentation and development of procedures; training of staff and Emergency Support Function (ESF) partners on position roles and responsibilities; exercise of systems and procedures; and education of local programs on the processes and systems of the ECC. Despite these challenges, OEM regularly activates the ECC in support of emergencies or disasters. In the past three years OEM has managed three federal disaster declarations, participated in the largest state-wide exercise ever held in Oregon, and professionally and reliably meets the needs of our partners when called upon in times of crisis.



Goal Metrics:

- **Status at 12 months** (September 2019): A clearly described organizational structure for ECC operations that incorporates Emergency Management Accreditation Program (EMAP) standards and recommendations from previous activations. OEM conducts exercises in accordance with the State Preparedness Plan; ESF partners, the private sector, and local and tribal partners are engaged in those exercises. No-notice exercises have been incorporated into the exercise plan. OEM has staff working full time in support of the ECC. The ESF/State Recovery Function (SRF) Capability Maturity Models and self-assessment tools have been provided to all ESFs/SRFs. All ESFs/SRFs report they have reached Level 2 of the ESF/SRF Capability Maturity Models. OEM has implemented the Multi-Year Planning, Exercise, Training and Event (MY-PETE) calendar, to ensure plans are updated and training/exercise opportunities are provided annually.
- **Status at 24 months** (September 2020): All positions have clearly defined training plans; each ESF annex is up to date; and COOP and recovery-focused exercises have been included in our annual exercise plan. Half of all ESFs/SRFs have reached Level 3 of the ESF/SRF Capability Maturity Model (including each OEM-led ESF); half have reached Level 2. All ESF and ECC section personnel are proficient with ECC situational awareness, management and communication tools.
- **Status at 36 months** (September 2021): One-third of all ESFs have reached Level 4 of the ESF/SRF Capability Maturity Model (including each OEM-led ESF); one-third have reached Level 3. All ESF and ECC section personnel have completed identified training.
- **Status at 48 months** (September 2022): All ESFs/SRFs have reached Level 4 of the ESF Maturity Model. All corrective actions from Cascadia Rising (June 2016) have been implemented and are evaluated in Cascadia Rising II held this year.



Strategic Goal Area 2:

Sound Fiscal Practices

OEM has a documented system of financial operations and a clearly defined budget that follows all state, federal and local regulations, meets program and process requirements, minimizes new audit findings and eliminates repeat audit findings, and allows OEM to effectively use available resources to attain our strategic goals.

- **Where we are today** (September 2018): OEM is working towards developing section budgets. FTE positions are fully staffed but unable to fully cover the existing workload. Gaps in program policy and procedures at times cause efficiency to suffer. Some of the guidance and procedures to manage many day-to-day fiscal processes are in need of review, update, and in some cases, formally developed. The ability to forecast budget issues or gaps is limited. Office software and fiscal management systems are out-of-date and adversely affect the ability to manage workload and make process improvements. Diversity of funding sources, the stability of those sources, and requirements across OEM programs further complicate OEM fiscal practices. OEM has been the subject of multiple fiscal audits from the U.S. Department of Homeland Security and, when recommendations are suggested, OEM works quickly to fully implement those recommendations. Historically, the fiscal staff have an outstanding record managing millions of dollars in federal preparedness, recovery and mitigation grants awarded to OEM, and have built and implemented, or are implementing, two new state-funded grant programs within the past two years.

Goal Metrics

- **Status at 12 months** (September 2019): Section budget methodology has been developed, and a process is in place to track these budgets and adjust as needed. An approved indirect cost rate has been implemented for federal grants. All recommendations from audits completed before September 2018 have been implemented. A prioritized list of fiscal processes in need of review, update or development has been completed.
- **Status at 24 months** (September 2020): The prioritized list of fiscal processes is 75% complete and section budgets continue to be tracked. All audit recommendations are implemented within six months of receiving the recommendation. Improvements to fiscal management software and system recommendations have been made. OEM advocates for adequate, sustained and reliable funding for 9-1-1 and emergency management programs state-wide.
- **Status at 36 months** (September 2021): The entire prioritized list of fiscal processes has been completed, and any newly-identified processes are documented within three months of being identified. Recommendations for fiscal management software and systems are in progress. An assessment of all funding sources and grant programs has been completed to determine any gaps in administrative rules and a timeline has been developed to amend or create identified administrative rules.
- **Status at 48 months** (September 2022): Recommendations for fiscal management software and systems have been implemented. All existing administrative rules needing revision or update have been revised, and all newly identified administrative rules are in progress.





Strategic Goal Area 3:

Build and Maintain Positive Relationships

OEM is a trusted ally that proactively supports our partners and is focused on the successful achievement of shared goals. We cultivate relationships across all levels of government, the private sector and non-profit organizations, and within the communities we serve. OEM considers diverse perspectives, solicits feedback, and seeks to engage non-traditional partners to increase our capacity to serve and achieve our mission.

- **Where we are today** (September 2018): Relationships are diverse and positive. With the resources available, OEM struggles to maintain consistent interaction and engagement. Broad programmatic responsibilities have created challenges in articulating our capacity and managing expectations. OEM could be more visible in the communities we serve. OEM regularly attends and actively participates in association meetings in support of 9-1-1, emergency management, search and rescue, and other partner disciplines. Since 2014, OEM has sponsored and organized the annual “Oregon Prepared” workshop, more than tripling the event’s attendance in 4 years.

Goal Metrics:

- **Status at 12 months** (September 2019): Established working groups and committees with OEM representation are assessed and the role of OEM in those groups is clarified. OEM regional emergency management liaisons have solicited feedback from emergency management partners and updated the roles and responsibilities of the liaisons to reflect this feedback. The 9-1-1 PSAP Relations position has been filled. Monthly OERS Council calls are scheduled for months in which the Council does not meet in person. Each OERS Council agency director has received a “Governor’s Disaster Cabinet (GDC) ‘Red Book,’” and 50% of agency directors have received an OERS Council/GDC briefing from the OEM director. OMD Customer Service survey has been updated to reflect OEM-specific questions related to the updated strategic plan. OEM has filled the Public Private Partnership program manager vacancy. OEM staff are encouraged to engage with organizations, associations and committees that support our mission. The



annual Oregon Prepared workshop continues to be a valuable event, based on positive feedback from participants.

- **Status at 24 months** (September 2020): The Broadcast Engineer Access Credential has been reviewed and assessed for expansion to other disciplines. 90% of OERS Council members attend each quarterly meeting. All OERS Council agency directors have received an OERS Council/GDC briefing from the OEM director. All OERS Agency representatives have received an OERS Council introductory briefing. All OEM-led committees or working groups have updated charters. OEM regional emergency management liaisons have implemented a plan to visit, in person, with each county/tribal/EMPG-funded city emergency manager in their region annually, and facilitate an annual meeting within their region each year. OEM conducts quarterly Public/Private Partnership engagement events.
- **Status at 36 months** (September 2021): OEM-specific feedback from the annual OMD customer service survey trend upwards. A corrective action plan is developed to address areas of the survey in which OEM is underperforming. OEM has established a platform for private sector information sharing, and emergency response and recovery coordination. OEM integrates non-state personnel (non-profit, private sector, local/tribal) into our exercise and training events.
- **Status at 48 months** (September 2022): OEM-specific feedback from the annual OMD customer service survey indicates 80% of respondents have a positive view/have had positive experiences.



Strategic Goal Area 4:

Staff Development

All OEM staff have the resources to be successful in their current position and opportunity to develop skills and gain experience in support of their career goals with OEM. Organizational culture supports the belief that everyone at OEM can be a leader, regardless of formal supervisory authority; leadership skills are developed and supported across OEM. OEM has a diverse workforce with broad levels of experience and expertise, and is reflective of the community we serve. Current and emerging technologies are evaluated and leveraged for integration in support of the success of OEM staff and our mission.

- **Where we are today** (September 2018): Limited resources hinder OEM's ability to fully provide staff with development and training opportunities identified in annual development plans. Managing day-to-day responsibilities, as well as any emergency activations, further hamper our ability to include adequate time for training and professional development. OEM leadership is committed to increasing our capacity to support opportunities for higher level training, professional development and skill enhancement for the entire OEM team. OEM staff spend hundreds of hours participating in training and professional development courses, conferences and workshops in Oregon and across the country.

Goal Metrics:

- **Status at 12 months** (September 2019): All OEM staff have identified training and development opportunities as part of their annual performance review and present those opportunities to their section manager when they arise. OEM utilizes an on-line personnel management system. Processes are in place for section managers to evaluate requests for training/development and align approval of these requests with budgetary constraints and agency priorities. OEM has implemented the Multi-Year Planning, Exercise, Training and Event (MY-PETE) calendar. OEM has initiated an updated staff survey that assesses satisfaction with development and leadership opportunities. All hiring announcements are reviewed and revised as necessary to

promote a qualified and diverse applicant pool.

- **Status at 24 months** (September 2020): All staff receive at least 24 hours annually for professional development and 40 hours annually for training and development of their current position/role in the ECC. Based on annual reviews, 50% of staff have achieved some of their professional development goals. The staff survey indicates 50% of staff are satisfied with development opportunities. All new employees have received New Employee orientation training within their first 6 months. OEM has implemented a state-wide training management program, available to state, tribal and local 9-1-1 and emergency management partners.
- **Status at 36 months** (September 2021): Based on annual reviews, 75% of staff have achieved some of their professional development goals. The staff survey indicates 75% of staff are satisfied with development opportunities. An OEM-wide assessment has been conducted to evaluate the efficacy of existing technology and to make recommendations on the adoption of new or supplemental technologies.
- **Status at 48 months** (September 2022): Based on annual reviews, 85% of staff have achieved some of their professional development goals. The staff survey indicates 85% of staff are satisfied with development opportunities. OEM has prioritized the adoption of new or supplemental technologies previously identified and is working towards acquiring and implementing those ranked as the highest priority.





Strategic Goal Area 5:

Program & Process Management

Programs and processes are documented, defined, associated with outcomes and metrics, regularly assessed and evaluated, and appropriately resourced. All programs are developed or reviewed through an equity lens to address organizational or historical biases and ensure the needs of each community are considered. OEM's priorities are clearly articulated. Smart practices and partner feedback are incorporated into the development of programs and processes. OEM is compliant with each of the 64 EMAP standards.

- **Where we are today** (September 2018): Some areas are in need of additional or enhanced documentation to clearly define and address scope, scale and parameters of projects or programs. There is a framework in place to develop and implement policy and processes. Based on a self-assessment in 2017, OEM needs additional documentation on 29 of the 64 EMAP standards to be compliant. All OEM staff have the opportunity to provide feedback on OEM policies and procedures annually.



Goal Metrics:

- **Status at 12 months** (September 2019): OEM has developed a comprehensive list of programs and projects managed by OEM. This list includes elements of the program to be assessed; performance metrics and outcomes; compliance requirements; applicable laws and authorities; funding sources and resource needs/gaps; organizational priority and its alignment with this strategic plan. OEM has initiated its plan to align all applicable program areas with EMAP standards. All administrative processes are reviewed to ensure optimal efficiency and quality. Gaps in documented processes are identified.
- **Status at 24 months** (September 2020): Gaps in administrative processes have been identified and remedied. A site-specific Emergency Action Plan has been implemented and quarterly drills initiated. All high-priority programs and projects are briefed quarterly to the leadership team and any corrective/mitigative actions acted upon. OEM's EMAP compliance plan is on target. Staff feedback is assessed to evaluate clarity of agency priorities through the annual staff survey; 60% of staff report priorities are clearly articulated and managed. OEM has developed an equity lens to review all existing programs and through which all new programs are viewed as they are built.
- **Status at 36 months** (September 2021): Staff feedback is assessed to evaluate clarity of agency priorities through the annual staff survey; 75% of staff report priorities are clearly articulated and managed.
- **Status at 48 months** (September 2022): Staff feedback is assessed to evaluate clarity of agency priorities through the annual staff survey; 85% of staff report priorities are clearly articulated and managed. OEM has been independently assessed to be in alignment with each of the 64 EMAP standards.

Conclusion

Strategic planning is as difficult as it is important: Very. The process of updating a strategic plan places one in a position to look back on past accomplishments and failures, accurately assess the current landscape, and imagine what the future may hold. Those steps then inform the articulation of goals, performance metrics, and perhaps a refresh of an organization's vision, mission, and values. The challenge, however, comes after this has all been organized, documented and distributed to stakeholders, making the strategy a habit.

For OEM, this will take the shape of frequent reviews of our strategic goals and associated outcomes, actively seeking out feedback to better understand how we are progressing and how we may be perceived to be progressing, and using this plan as a touchstone to help determine capacity, priorities, and if what we think is important aligns with what our partners and those we serve think is important. This plan will serve as a framework that provides a measure of accountability and identifies where we are, where we want to be, and how we can get there.





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