



OREGON DEPARTMENT OF **EMERGENCY MANAGEMENT**

90 Day Assessment Update **Oregon Department of Emergency** **Management**

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Senate Interim Committee on Veterans, Emergency
Management, Federal and World Affairs
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Scope of Assessment

- Initiated by the Director, Oregon Department of Emergency Management (ODEM). The 90 Day Assessment began on September 12, 2023, and ended on December 12, 2023.
- The mission of the assessment team was to identify the strengths and weaknesses of the organization and develop an action plan of implementation to help mature the systems and culture of ODEM to meet the needs of Oregonians while maintaining readiness while we grow and transform.

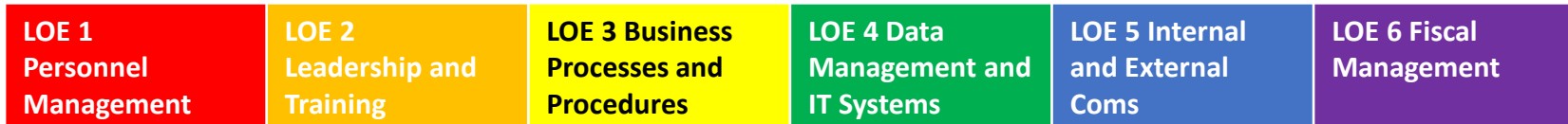


Scope of Assessment - continued

- The assessment is designed to provide a holistic overview of emergency management operations and service delivery by ODEM. It focused both internally and externally to the organization incorporating the feedback of ODEM employees and information provided by state and local partners.
- The assessment yielded 33 findings across the 6 Lines of Effort from which ODEM leadership will have the opportunity to advance decisions regarding organizational goals, strategic planning, and resource requirements.
- These findings several will be folded into ODEM's strategic planning efforts which will involve input from all stakeholders and will be addressed throughout the year.

Assessment Lines of Effort

Lines of Effort (LOE)



Categories of Analysis

Compliance

- Law, Regulation, & Policy

Program Management

- Manpower & Resourcing
- Training/ Credentialing (if applicable)

Relationships

- Coord/ Collab with State Partners and Local county, city and tribal EMs, and P3

Performance

- Implementation based on survey, onsite interviews, review of data and observation

Findings



ODEM Assessment Action Plan

Phase I - Intake, Data Collection, Gallup Survey	Phase II – In-person Interviews and Local EM visits	Phase III - Data Review and Analysis	Phase IV- Finalize Report
12 SEP – 27 OCT 23	11 SEP – 15 DEC 23	22 NOV – 12 DEC 23	DEC 12 – 8 JAN 24
<ul style="list-style-type: none"> • Conduct in depth section review and internal leadership engagement • Develop EM specific questions for survey • Initiate Gallup Survey • Communicate intent behind Assessment with ODEM Staff 	<ul style="list-style-type: none"> • Discussions with EPAC, LEMAC, OERs, OEMA, OSSA • Onsite visit to city, county and tribal EMs across state • In person interviews with staff members • Meetings with supporting state partners 	<ul style="list-style-type: none"> • Gallup Data Review • Expanded Assessment team to incorporate DEI and strategic planning • Review external assessment of IT/data management • In-depth interviews of key stakeholders 	<ul style="list-style-type: none"> • Draft Report • Assessment Team Review • Revisions • Final Report • Gov Advisor Review • Report Delivered



LOE 1: Findings

Personnel Management /Climate

The Team made 6 separate findings for this LOE:

- 1) ODEM's lack of permanent HR capability has adversely impacted its hiring, retention, recruiting and development of positions.
- 2) ODEM does not have an organized and consistent onboarding strategy.
- 3) ODEM does not maintain a culture of customer service to effectively train and empower employees to serve.
- 4) ODEM employees support both ODEM and its mission and desire to be trusted and engaged.
- 5) The climate assessment noted several areas of improvement that should be addressed through direct engagement with management teams and incorporated in the Agency Engagement Plan (AEP).
- 6) ODEM lacks an established process to support feedback to management from colleagues and direct reports.



LOE 2: Findings

Leadership and Training

The Team made 4 separate findings for this LOE:

- 1) ODEM has no requirement for managers to receive training in management or leadership before assuming a leadership role.
- 2) Appointment of team leaders without commensurate leader training is adversely impacting their ability to successfully perform at their assigned level.
- 3) The federal training requirements are onerous as applied across ODEM.
- 4) The EDO/SDO program needs to be replaced.



LOE 3: Findings

Business processes and procedures

The Team made 3 separate findings for this LOE:

- 1) ODEM does not have updated plans and procedures reflective of their new position as a stand-alone state agency.
- 2) ODEM managers develop their own internal guidance for data and task management.
- 3) ODEM does not have standardized processes for developing and coordinating work internal and external to ODEM.



LOE 4: Findings

Data Management and IT Systems

The Team made 7 separate findings for this LOE:

- 1) ODEM does not have an updated information technology plan, policies or procedures.
- 2) **The lack of a CIO trained to assess data management systems allowed ODEM to fall behind state and local entities making integration more challenging and, in some cases, impossible.**
- 3) ODEM does not have a robust IT department or defined and trained management.
- 4) ODEM's crisis management tool is archaic, inefficient, and requires replacement.
- 5) ODEM's lack of a record management system subjects ODEM to potential liability.
- 6) ODEM lacks a standardized and transparent grant management tool.
- 7) The ability for ODEM to provide remote data access is essential to emergency management.



LOE 5: Findings

Internal and External Communications

The Team made 7 separate findings for this LOE:

- 1) ODEM does not have protocols to cross level information across the whole staff.
- 2) ODEM's alignment with different federal funds has created a siloe organization that does not engage in shared and effective internal communications and operations.
- 3) ODEM does not have an established cadence of coordination on Homeland Security matters.
- 4) ODEM's current emergency operations plan does not embody the Governor's vision of delivering excellent customer service.
- 5) ODEM does not have an established process to coordinate the development of policies and guidance external to ODEM. (grants)
- 6) The regional coordinator program is not organized with a clear mission and authority to successfully support their role as regional emergency response coordinators.
- 7) The ODEM tribal liaison position does not have a clear mission and authority to successfully support the nine Federally recognized tribes across Oregon.



LOE 6: Findings

Fiscal Management

The Team made 6 separate findings for this LOE:

- 1) ODEM's separation from OMD left ODEM without the fiscal resources it needed to be operationally successful.
- 2) ODEM did not update its agreement to receive indirect costs from FEMA when it separated from OMD in July 2022 which overextended the budget of ODEM.
- 3) **ODEM continues to struggle with resolving overdue payments due to years of unexercised fiscal stewardship, lack of clear policies, and lack of data management systems.**
- 4) ODEM does not have clear policy guidance regarding fiscal management of state or federal funds or resources.
- 5) ODEM does not have a contract integrity program.
- 6) DOJ does not provide dedicated legal counsel to meet the needs of the agency to the degree needed to protect ODEM and the state.



Way Ahead

- Change our battle rhythm
- All Hands (Communications Plan – all staff)
- Organizational Re-alignment (RC's, Response, BSD)
- Leader Training Program
 - Lead-workers within each Section/Area to build continuity
 - Performance Reviews 360 Feedback
- Planning (Strategic, Emergency, Operational, Continuity)
- Employee Climate Action
- Secretary of State Audit
- Policy Review Committee Effort “Internal/External Coordination”
- Leverage Councils for customer feedback and direction
- Leadworkers within each Section/Area to build continuity