

STRATEGIC PLAN



2023-2025

CONTENTS

Director’s Message	3
Executive Summary	4
Mission	4
Vision	4
Values	4
Equity Vision Statement	5
Political, Economic, Sociological, Technical, Legal and Environmental Analysis	5
Strengths, Weaknesses, Opportunities and Threats	7
Strategies, Goals and Objectives	9
Strategy 1 - Accountability	9
IDEA	9
Internal and External Communications.....	9
Personnel Management.....	10
Strategy 2 - Equity and Service	10
Service Delivery Model	10
Strategy 3 - Modernization.....	10
Business Plans and Procedures	11
Data and Systems Management	11
IDEA	11
Internal and External Communications.....	12
Operational Effectiveness	12
Service Delivery Model	12
Strategy 4 - Readiness	12
Business Plans and Procedures	13
Operational Effectiveness	13
Personnel Management.....	13
Training and Leadership.....	14
Strategic Action Plan	15
Key Performance Measurement	17
Agency Plans	17

ODEM Affirmative Action Plan 17

ODEM Continuity of Operations Plan 17

ODEM IDEA Framework..... 17

ODEM Information Technology Strategic Plan 17

ODEM Succession Plan 17

Definitions..... 18

Director's Message



The Oregon Department of Emergency Management is charged with preparing Oregon for all-hazards events and coordinating effective response and recovery operations to support local communities across the state. ODEM is responsible for planning and preparing for, mitigating against, and recovering from all-hazards events to minimize impacts on Oregonians.

This strategic plan for emergency management is designed to prepare for, respond to, and recover from emergencies that may impact our community. Our goal is to minimize the risks to life, property, and the environment through a proactive and coordinated approach. We must continually evaluate the orientation of the agency, particularly the needs of our internal staff and our external public safety partners.

This strategic plan intends to provide a clear path forward and fully leverage a whole community approach to establish a renewed vision, mission, and values that reflect both our team and the people we serve.

As we continue to lead this whole community approach with the focus on a more resilient and prepared Oregon, we will exemplify the following values in executing our public service mission: advocacy, collaboration, innovation, leadership and service.

I am excited about the future as we move forward united as a team with a shared sense of purpose, values and a common mission.

Erin McMahon, Director



Executive Summary

The threat of a disaster affecting Oregon is ever present, as is the need to be prepared for natural and human-made events, response and recovery. The Oregon Department of Emergency Management Strategic Plan is the overarching document for all other strategic and emergency management plans. The number of supporting plans and arrangements that have been or are being developed demonstrates the department's commitment to residents of Oregon, state partners, public and private sector partners, and the statutory requirements.



Mission

Achieving the goals outlined in this Strategic Plan is dependent on the involvement of an empowered and informed whole community. In developing this document, we hope to achieve our mission to lead collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

Vision

Our vision is an established, equitable culture of preparedness that empowers Oregon's whole community to thrive in times of crisis.

Values

We embrace five 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.
- **Collaboration** – We value sincere, communicative, and supportive partnerships that encourage trust and make us better than we are on our own.
- **Innovation** – We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.
- **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.
- **Service** – We value our partners and others we serve and strive to deliver excellence in all that we do.

Equity Vision Statement

Oregon Department of Emergency Management is committed to equity as a fundamental value in everything we do. We envision equity as the consistent and just distribution of resources, opportunities, knowledge, and support to all communities during all phases of the disaster cycle. This requires that historically marginalized and underserved communities can prepare for, respond to, and recover from disasters and that their diverse experiences inform the way our agency operates.

Political, Economic, Sociological, Technical, Legal and Environmental Analysis

ODEM selected a PESTLE analysis to conduct an external scan of the organization's environmental influences providing a “big picture” of the environment in which we operate. The analysis determined the likely issues or events that will impact operations.

PESTLE Factor	Analysis
<p>Political: State or federal policy, rules, new laws, and upcoming elections.</p>	<p>Federal preparedness grants experienced a 10% across-the-board reduction in FY 2024, with additional cuts to the National Tsunami Hazard Mitigation Program.</p>
<p>Economic: The broad, economic climate we are in, such as inflation rates, interest rates, economic growth and property prices.</p>	<p>Changes in national spending impact regional economies. In terms of federal revenues, spending, and employment, Oregon is generally in the middle of the pack across states.</p> <p>Oregon does see larger impacts related to land management and forest policies, including direct federal employment.</p> <p>Oregon ranks below average in terms of military-dependent industries and lacks a substantial military presence within the state.</p> <p>New housing supply has not kept pace with demand in either the ownership or rental markets.</p>
<p>Social: Population growth rates, cultural aspects, age distribution and changing social behaviors.</p>	<p>Racism: Growth in and bolder expressions of prejudice and racism toward Black, Indigenous and People of Color (BIPOC).</p> <p>Population: Oregon experienced exponential growth over the last decade but trends are indicating a decline. Growth patterns across race and ethnicity also indicate a concurrent rise in the percentage of Latinx/a/o and Spanish-speaking communities.</p> <p>Geography: A majority of the state’s population is concentrated within the Willamette Valley, with the Portland Metro region claiming the two most densely populated counties, Multnomah and Washington.</p>

PESTLE Factor	Analysis
	<p>Gender: Demographics are captured solely in binary male and female, with a respective ratio of 49.5% and 50.5%.</p> <p>Age: The median age of residents in Oregon is 39.1 years; however, Oregon faces a growing population of a retiring eligible workforce.</p> <p>Race: More than 80% of Oregon residents are white.</p> <p>Shelter: Oregon has the third highest rate of homelessness with 48 unsheltered persons per every 10,000 people in the state.</p>
<p>Technological: The availability of technology and the rate of technological changes for you and your customer.</p>	<p>Enterprise technology platforms are inconsistent with agency-level needs and structures.</p> <p>Unfunded mandates requiring technology solutions are common and pose challenges with short-term budgeting.</p> <p>Interoperability remains a concern as state agencies, local governments and tribes operate disparate systems.</p> <p>A statewide workforce shortage of skilled IT professionals results in failed recruitments and regrettable attrition.</p>
<p>Legal: The laws directly connected to us and our area of activity.</p>	<p>Chapters 401-404 of the Oregon Revised Statutes are the primary sources of authority and guidance for ODEM.</p> <p>The Stafford Act establishes the framework for how the federal government assists state and local governments during emergencies and disasters.</p> <p>The Code of Federal Regulations 2 CFR part 200 provides uniform administrative laws, cost principles, and audit requirements for federal awards.</p>
<p>Environmental: The surrounding environment, weather, natural disasters, geographical position, climate changes, and sustainability.</p>	<p>Oregon is subject to events like earthquakes, wildfires, and droughts that impact regional economies. Fires damage forests with long-term impacts and cause short-term disruption to tourism. Drought impacts the agricultural sector and rural economies to a greater degree. Longer-term issues like the potential impact of climate change on migration patterns are unknown.</p>

Table 1: PESTLE Analysis

Strengths, Weaknesses, Opportunities and Threats

ODEM selected a SWOT analysis to conduct an internal scan of the organization's abilities and deficits.

Strengths	Weaknesses
<ul style="list-style-type: none"> • A state-of-the-art Emergency Coordination Center. • The majority of agency staff work aligns closely with and is dedicated to ODEM’s mission. • The department designation provides greater control for the strategic vision and direction of the agency. • Dedication to building partnerships with a whole community approach. • The implementation of GIS for situational awareness and information sharing provides reliable access to key data necessary for operations, while also bringing necessary data providers together for populating key data during response operations. 	<ul style="list-style-type: none"> • Legislative authority to “direct” may confuse the enterprise-wide command structure during an emergency. • Newness of stand-alone department limits agency maturity. • A lack of thoroughly vetted policies and procedures. • Many processes are dependent on historical or institutional knowledge. • The agency lacks bench depth in many sections. • High attrition and recruitment challenges have resulted in challenges in filling critical positions. • The agency lacks accessibility resources for people who are vision and hearing impaired, low literacy, and use English as a second language. • Information technology lacks governance and is largely outdated.

Table 2: Strengths and Weaknesses

Opportunities	Threats
<ul style="list-style-type: none"> • Identify and develop emerging leaders in emergency management. • Establish a common framework to inform the agency’s ability to deliberate and make decisions. • Leverage the close coordination and collective wisdom of federal, state, local, tribal, community-based and private-sector partners. • Continue to press forward on the state and federal legislative fronts to secure the needed investments in human and financial resources to ensure the agency has the needed assets to achieve its mission. • Explore volunteer and internship opportunities to expand services and create general awareness of the agency’s purpose, goals and objectives • Modernize the grant management and crisis management systems to streamline processes and result in direct benefits to partners. 	<ul style="list-style-type: none"> • Unfunded mandates. • An ever-increasing complex threat landscape. • Expanding mission areas beyond natural disasters. • The organizational structure within the enterprise can delay decision-making. • The agency lacks public and partner trust. • Many public and private partners are unaware of the agency’s projects and portfolios.

Table 3: Opportunities and Threats



Strategies, Goals and Objectives

Strategy 1 - Accountability

A clear prioritization of agency goals and objectives communicated transparently throughout all levels of the agency and externally to our partners.

ODEM will achieve this strategy by integrating key objectives across three primary lines of effort: IDEA, Internal and External Communications, and Personnel Management.



IDEA

Inclusion, Diversity, Equity, and Accessibility is a key tenet of how ODEM intends to deliver accountability to ourselves, our partners and the whole community.

Objective 1: Increased transparency in budgetary processes using multijurisdictional, multidisciplinary teams and training for Policy Option Package (POP) development and budget discussions.

Objective 2: Organizational clarity and transparency through a documented structure of the agency with clear direction on where to access information within the agency, the resurrection of regular all-staff meetings, and transparently sharing Executive Leadership Team meeting minutes with all staff.

Objective 3: Portfolio and project decision-making to inform all relevant and potentially impacted parties; solicit feedback, counsel, and suggestions; and establish and follow clear consistent decision-making processes that document steps, criteria, and outcomes with final decisions in writing.

Internal and External Communications

ODEM must exercise accurate, timely, and transparent communications to support the agency's goals and objectives.

Objective 1: Develop a formal internal communications strategy with more frequent all-staff meetings, a searchable knowledge base capturing frequently asked questions, on-demand updates (briefings/intranet), and top-down, unified messaging from the Executive Leadership Team to managers to the staff of goals, objectives and priorities.

Objective 2: Establish centralized means of communication to eliminate persistent and disparate communication.

Objective 3: Establish clear mechanisms for external partners to engage with the agency.

Personnel Management

ODEM personnel is the most powerful and precious resource and must be invested in to deliver agency mission essential functions.

Objective 1: Develop and implement a process for reviewing and updating position descriptions (PDs), clearly outlining how and when PDs are reviewed and making sure certain roles, responsibilities, and required training are accurate.

Objective 2: Ensure positions are properly budgeted for and account for professional development and cross-leveling of data to promote information sharing and build a resilient workforce.

Objective 3: Build effective communication into position requirements.

Strategy 2 - Equity and Service

Create a culture of excellence that empowers and supports IDEA and a customer service ethic in delivering emergency management services to partners throughout all phases of emergency management.

ODEM will achieve this strategy by integrating key objectives across a single primary line of effort: The Service Delivery Model.

Service Delivery Model

ODEM seeks to transform our service delivery in all phases of emergency management to meet the needs of our partners, including public and private partnerships, using the whole community by pivoting to a culture of service rooted in equity, empathy and excellence.

Objective 1: Establish policies and procedures and educate and train to these standards for customer service for all staff at ODEM.

Objective 2: Establish a clear communication path for staff to respond to all partner requests (internal and external) in a timely, responsible and respectful manner.

Strategy 3 - Modernization

Standardize and prioritize systems and processes to ensure the right tool is used at the right time to meet the right need.

ODEM will achieve this strategy by integrating key objectives across six primary lines of effort: Business Plans and Procedures, Data and Systems Management, IDEA, Internal and External Communications, Operational Effectiveness and Service Delivery Model.

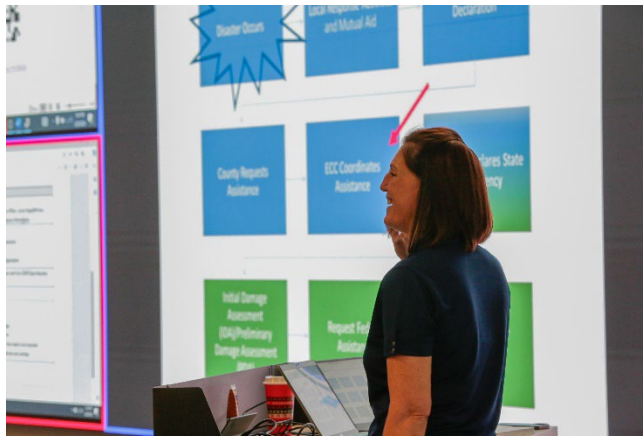
Business Plans and Procedures

Clear, current, and accessible guidance available across all levels of the agency ensures operations are consistent and aligned with federal, state and program mandates.

Objective 1: Create an inventory of existing tools and systems, documenting their current capabilities and identifying appropriate use cases or prioritization for each, that is shared with all staff for use in daily activities, planning or problem-solving.

Objective 2: Identify the policies and administrative rules ODEM is required to develop based on state (DAS, OAR, ORS), federal (CFR) or other regulatory requirements.

Objective 3: Conduct an audit review of current emergency management policies and procedures.



Data and Systems Management

ODEM must radically modernize its information systems and technologies for gathering, tracking, and sharing data throughout the entire emergency management lifecycle.

Objective 1: Build a robust Information Technology budget, prioritization protocol and funding model.

Objective 2: Establish a standard process for document management for the agency rather than by section or individual.

Objective 3: Evaluate current tools and potential solutions for use and productivity, including an effective records management platform and protocols and task, project, and program management tools.

Objective 4: Standardize how information is shared and develop resources to understand which tool to use for which purpose, using clear methods for standardization of use, then effectively onboard and socialize them with new team members.

Objective 5: Form a project team from all sections to clean up and organize current data into organized data structures.

IDEA

Inclusion, Diversity, Equity, and Accessibility are key tenets of how ODEM intends to deliver accountability to our staff, partners and the whole community.

Objective 1: Integrate systems to eliminate repetitive work through improved Teams and SharePoint training, targeting communication methods away from internal network drives and into collaborative and accessible platforms.

Internal and External Communications

ODEM outreach and engagement efforts need to be accurate, timely, and transparently communicated to support the agency's goals and objectives.

Objective 1: Create internal and external collaboration spaces to organize information by Community of Practice (COP) versus section or individual; evaluate current tools and potential solutions for meaningful external partner engagement on documents; and assign and track work throughout assignment, review and approval.

Objective 2: Standardize information sharing and develop resources for communication tools by the audience, implement clear prioritization methods, and effectively onboard and socialize team members.

Operational Effectiveness

Maximizing tools and resources ensures we are fully leveraging our resources to deliver emergency services in the most efficient way possible.

Objective 1: Migrate institutional and historical knowledge to documented processes.

Objective 2: Cross-level business practices to build redundancy and resiliency and create shared consciousness.

Service Delivery Model

ODEM seeks to transform our service delivery in all phases of emergency management to meet the needs of our partners, including public and private partnerships, using the whole community by pivoting to a culture of service rooted in equity, empathy and excellence.

Objective 1: Develop a guidance document for ODEM customer service standards to review response times, outreach, communication etiquette, etc.

Strategy 4 - Readiness

Cultivate and retain a skilled workforce scalable to respond to blue-sky and grey-sky days effectively and efficiently.

ODEM will achieve this strategy by integrating key objectives across four primary lines of effort: Business Plans and Procedures, Operational Effectiveness, Personnel Management, and Training and Leadership.

Business Plans and Procedures

Clear and accessible guidance available across all levels of the agency ensures operations are consistent and aligned with federal, state and program mandates.

Objective 1: Standardize how skills, roles, and responsibilities are captured in agency plans, policies, and procedures to reduce individual and siloed efforts and support succession planning, COOP and cross-functional training.

Operational Effectiveness

Maximizing tools and resources ensures we are making the best use of our resources to deliver emergency management services in the most efficient way possible.

Objective 1: Instill succession and promotion within the ODEM organizational structure.

Objective 2: Refine internal training and exercises tailored to support all aspects of required position responsibilities.

Personnel Management

ODEM personnel are the agency's most powerful and precious resource and must be invested in to deliver agency mission essential functions.

Objective 1: Establish a policy standard specifically for work out-of-class, limited duration, and temporary positions to ensure sections are properly resourced with personnel and funding to effectively support the agency's mission.

Objective 2: Review and update the existing internal training and exercise resourcing to ensure personnel are ready to support both state and federal missions.

Objective 3: Identify core capabilities, attributes, and foundational knowledge required in each position description and role.

Objective 4: Create cross-training and mentorship opportunities.

Objective 5: Capture and share organizational and peer-to-peer knowledge.

Objective 6: Establish a human resources department to provide education, guidance, and support for onboarding and offboarding, recruitment, retention, affirmative action, collective bargaining, benefits, payroll, leave, conflict resolution, and personal and professional development.

Objective 7: Develop and resource an organizational structure that provides natural pathways for career progression.

Training and Leadership

ODEM understands the importance of a well-trained and mature workforce capable of leading the agency to deliver its mission to the state.

Objective 1: Develop an ODEM onboarding program and associated materials, reviewing and updating as programs and processes change and evolve.

Objective 2: Revise the ODEM Staff and Program Training Plan.

Objective 3: Develop and exercise an Emergency Coordination Center Training Plan.



Strategic Action Plan

Action	Owner	Effort	Timeline
Conduct a full landscape analysis of all current applications and platforms, including an inventory of all manual spreadsheets for automation evaluation.	Chief Information Office	Medium	Q2 2024
Develop recommendations for a single source of truth application by audience, type, and urgency and with accompanying business rules, guidance, and training with implementation and accountability plans.	Chief Information Office	Medium	Q2 2024
Evaluate potential IT solutions for external collaboration (e.g. plans) and establish processes for prioritization, communication, cross-collaboration, and a combination of external outreach efforts to limit external partner fatigue.	Chief Information Office	Low	Q2 2024
Implement agency succession plan corrective actions: <ul style="list-style-type: none"> • Create communications and organizational change management plans for existing corrective actions. • Assign action owners. • Develop a governance structure for monitoring and reporting. 	Director's Office	High	2024
Create an interdisciplinary workgroup to develop a training curriculum for new and existing employees that includes: <ul style="list-style-type: none"> • Budget training and templates. • Information Technology tools and resources. • Facilities and logistics. • Time and attendance. • Records management and release. • Policy and procedure development and maintenance. • Communications and public information. • ECC training and exercise. • Continuity of operations. • Leadership development for new and emerging management. • Performance review and position description development and maintenance. • Inclusion, diversity, equity and accessibility. 	Human Resources	High	2024
Conduct a workforce analysis: <ul style="list-style-type: none"> • Measure capacity and identify opportunities for resource pools. 	Director's Office	High	2025

Action	Owner	Effort	Timeline
<ul style="list-style-type: none"> Identify and document specialized knowledge and skills and document within the position description. Identify functions required during blue and grey sky day with primary and alternate leads equally trained. 			
<p>Develop a Human Resource program plan:</p> <ul style="list-style-type: none"> Define services offered and points of contact. Create a dashboard to request and track assistance. Create a searchable knowledge base for self-service. Develop a process for award and recognition. Create peer-to-peer knowledge transfer opportunities. Expand the use of Workday to include annual reviews and updates on employee skills, education and certifications. 	Human Resources	Medium	Q3 2024
<p>Migrate valuable historical and institutional knowledge to documented processes and procedures:</p> <ul style="list-style-type: none"> Document processes and procedures by role and position. Conduct peer-to-peer knowledge-sharing opportunities. Develop a mentorship program. Create communities of practice. Evaluate existing technology solutions such as Delve. Offer opportunities for job shadowing and encourage communities of practice based on specialized knowledge and skills. 	Human Resources Inclusion, Diversity, Equity and Accessibility CIO	High	2025
<p>Improve the service delivery model:</p> <ul style="list-style-type: none"> Define service level agreements for internal and external requests. Create agency-specific training to inform and level set expectations for service delivery. Better utilize customer satisfaction survey results. 	Human Resources	Medium	2024
<p>Instill transparency and equity in decision-making:</p> <ol style="list-style-type: none"> Establish clear and consistent processes for documenting decisions and rationale. Create criteria and methods for open data and information sharing. 	Director's Office	Medium	2024

Table 4: Strategic Action Plan

Key Performance Measurement

ODEM will monitor and report the success of the Strategic Action Plan using a SharePoint dashboard where KPM owners will report monthly updates on each measure. These updates will be exported to PowerBI to create the ODEM KPM dashboard that will be shared on the [ODEM Strategic Planning website](#).

Agency Plans

[ODEM Affirmative Action Plan](#)

[ODEM Continuity of Operations Plan](#)

[ODEM IDEA Framework](#)

[ODEM Information Technology Strategic Plan](#)

[ODEM Succession Plan](#)



Definitions

CFR – Code of Federal Regulations

COP – Community of Practice. Gathering resources together by experience and expertise to create a better informed and multifaceted group of emergency management professionals, eliminating siloes, and creating a cross-functional and collaborative team of subject matter experts.

Blue-Sky Day – <ODEM> operations outside of an emergency.

DAS – Department of Administrative Services.

ELT – Executive Leadership Team.

Grey-Sky Day – <ODEM> operations during an emergency.

IDEA – Inclusion, Diversity, Equity and Accessibility.

OAR – Oregon Administrative Rule.

POP – Policy Option Package. POPs are an enterprise term used to describe how funding requests are submitted and may include requests for positions, equipment or continued funding for existing operations.

