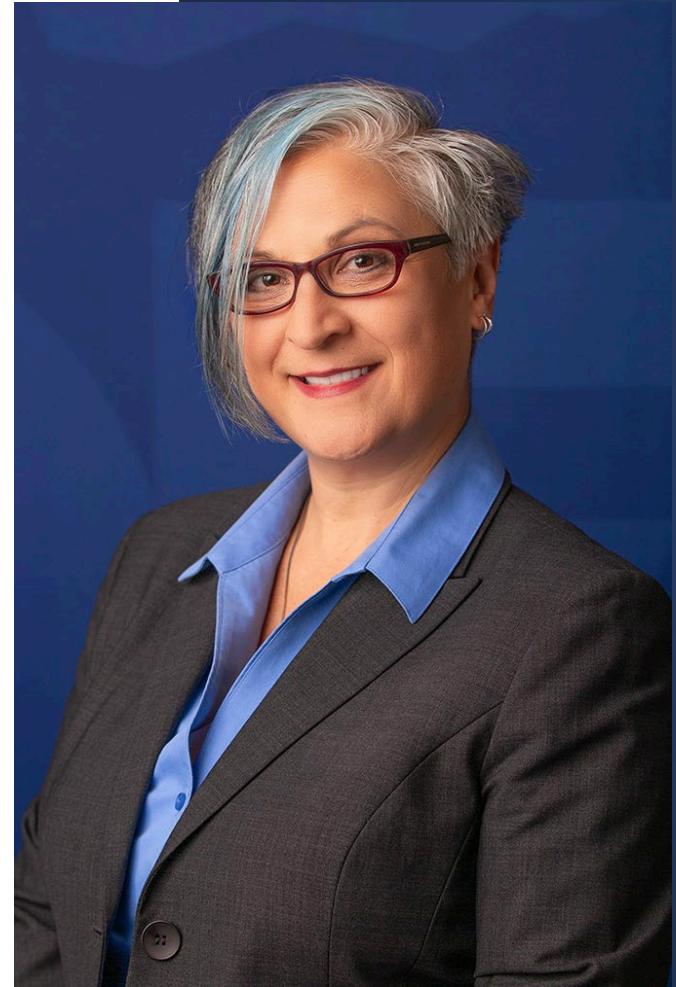




**2023 – 2025
STRATEGIC PLAN
TOWN HALL**

BOBBI MCALLISTER

STRATEGIC
PLANNER





ANNOUNCEMENTS

- Today's Town Hall is being brought to you using Microsoft Teams Live and broadcast in American Sign Language.
- The event is being recorded and will be made available on the ODEM Strategic Planning website following the conclusion of the Town Hall.
- The closed captioning is being offered in English by default, as well as Chinese (simplified), Russian, Spanish and Vietnamese.
- To change your preferred closed captioning settings, please enable closed captioning in the menu bar at the bottom of your screen, click on the settings cogwheel and choose your language.



CLOSED CAPTIONING INSTRUCTIONS

- 要更改您首选的隐藏式字幕设置，请打开屏幕底部菜单栏中的“CC”。单击屏幕底部的“设置”齿轮，然后选择您的语言。
- Чтобы изменить предпочтительные настройки субтитров, включите «CC» в строке меню внизу экрана. Нажмите на шестеренку настроек внизу экрана и выберите язык.
- Para cambiar su configuración preferida de subtítulos, active "CC" en la barra de menú en la parte inferior de la pantalla. Haga clic en la rueda dentada de Configuración en la parte inferior de la pantalla y elija su idioma.
- Để thay đổi cài đặt phụ đề chi tiết ưa thích của bạn, vui lòng bật "CC" trong thanh menu ở cuối màn hình của bạn. Nhấp vào bánh răng của Cài đặt ở cuối màn hình và chọn ngôn ngữ của bạn.



THE STRATEGIC PLANNING JOURNEY





NEW LEADERSHIP, NEW VISION, NEW DIRECTION



Director Erin McMahon, retired Army Brigadier General, was appointed to lead the Oregon Department of Emergency Management (ODEM) on Aug. 18, 2023, and was confirmed by the Senate on Sept. 29, 2023. She brings 24 years of federal experience to the position.



Deputy Director Patence Winningham, the former Lane County Emergency Manager, was appointed by Director McMahon in September 2023, bringing more than 17 years local emergency management experience.



APPROACH



90-Day
Assessment



Listening
Sessions



Framework

LINES OF EFFORT

A large, light blue arrow pointing to the right, spanning across the bottom of the three main content boxes. The text "LINES OF EFFORT" is centered within the arrow.



THE FIRST 90 DAYS

OREGON



90-DAY ASSESSMENT

- ODEM leadership led an agency-wide assessment to review the operational effectiveness of ODEM, both as an organization and as a team, to identify and document areas of growth and opportunities for improvement.
- The assessment yielded 33 findings across six lines of effort: Personnel Management, Training and Leadership, Business Plans and Procedures, Data and Systems Management, Internal and External Communications, and Fiscal Management. Further analysis revealed two additional lines of effort: Operational Effectiveness and Service Delivery Model.
- The 90-Day Assessment full report can be viewed at <https://www.oregon.gov/oem/Pages/Strategic-Planning.aspx>



MISSION

It is the mission of the Oregon Department of Emergency Management to lead collaborative statewide 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.



WE ASKED

- Results surrounding the agency mission were determined in scope for the 2024 plan submission with vision and core values a primary focus for 2025 plan submission.
- ODEM created two surveys, one internal and one external facing.
- The internal survey contained nine questions with 80 respondents.
- The external survey contained six questions with 103 respondents.





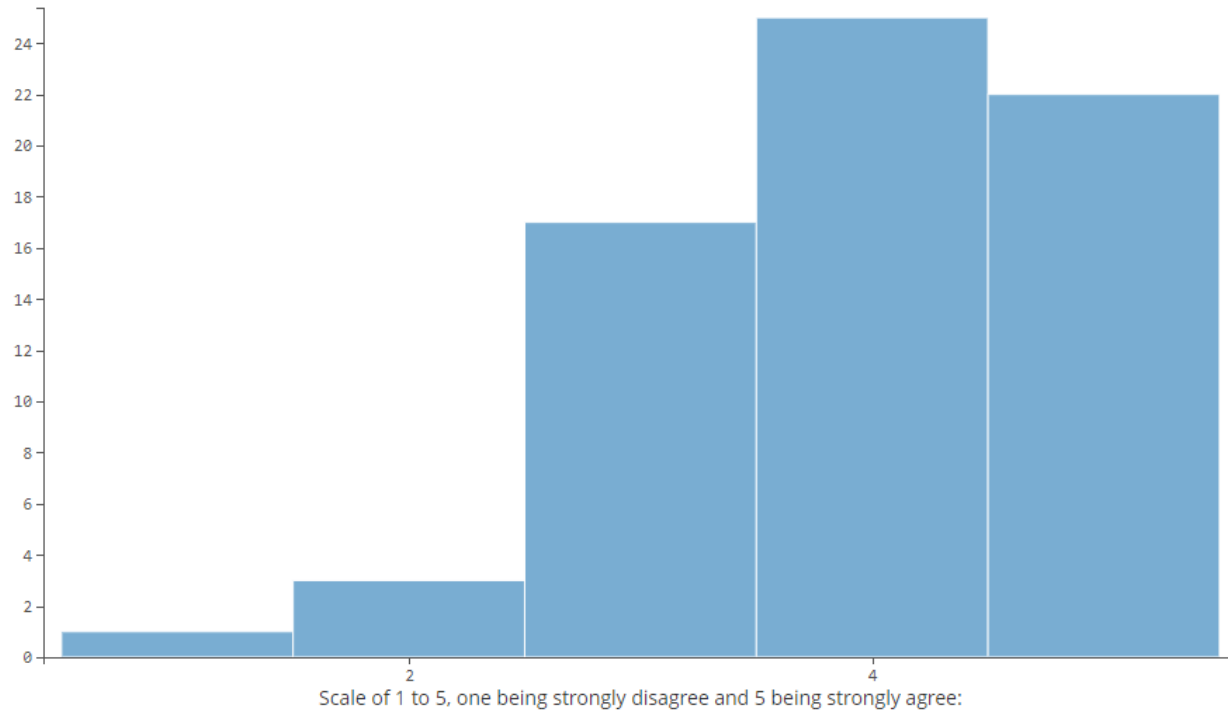
INTERNAL SURVEY RESULTS





MISSION

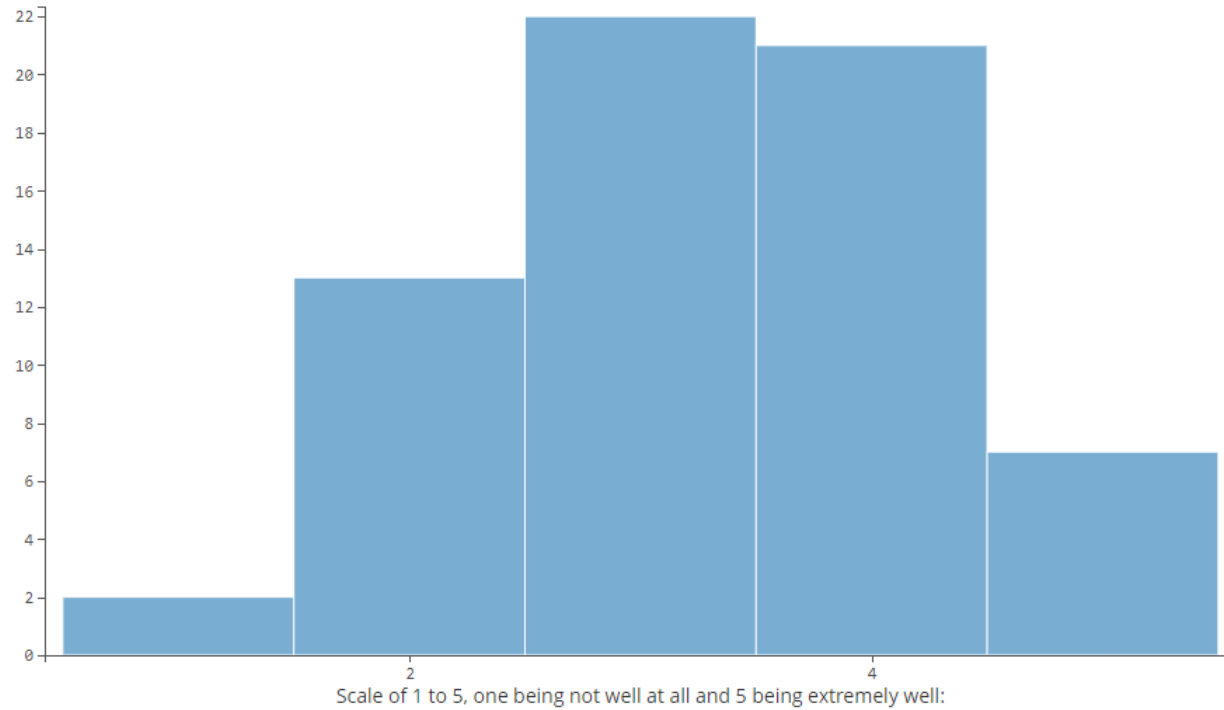
- How well does your work align with the ODEM mission?





MISSION

- How well do you think we are delivering this mission?





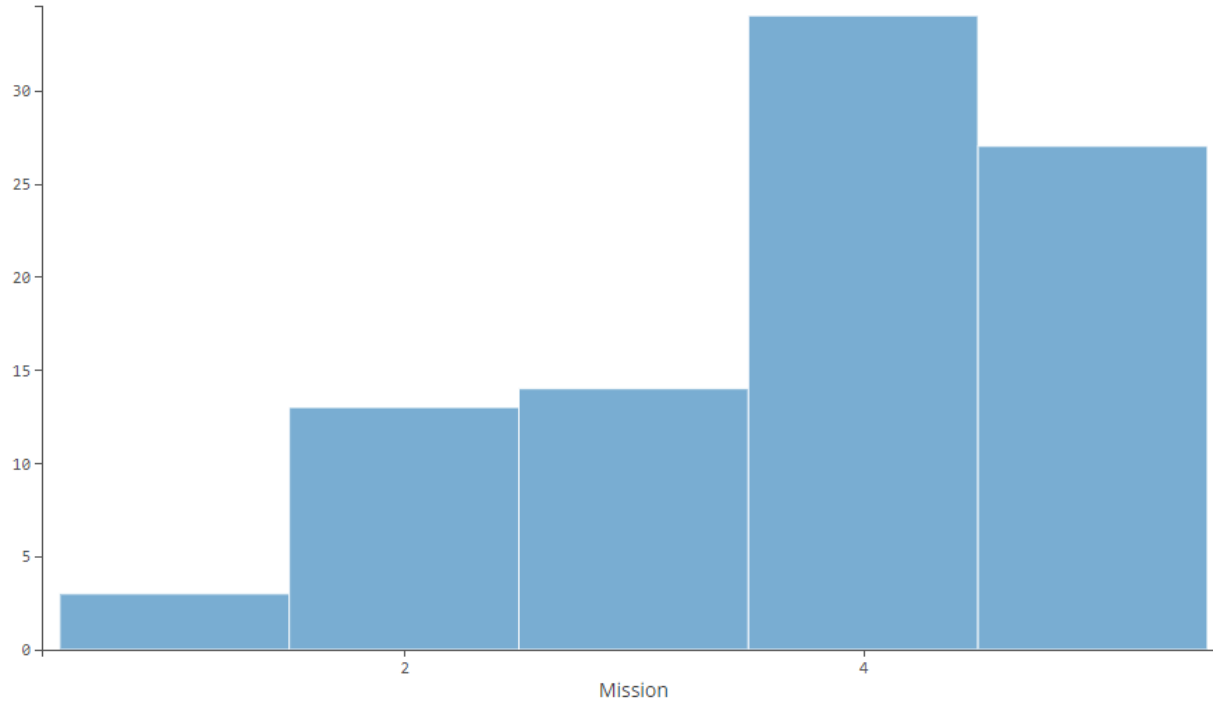
EXTERNAL SURVEY RESULTS





MISSION

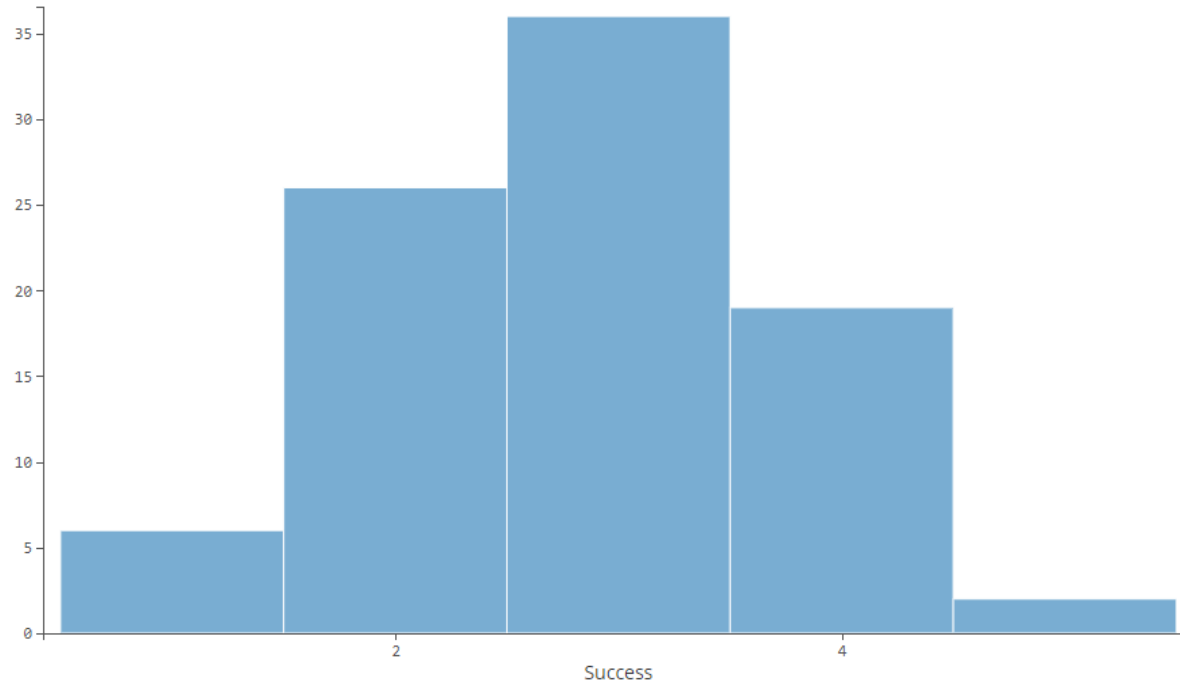
- How well does the ODEM mission reflect the work we do?





MISSION

- How well do you think we are delivering on this mission?





SURVEY OUTCOMES

- Mission purpose largely aligned internally and externally.
- Mission success largely misaligned internally and externally.
- Over 280 new potential community-based organizations identified for outreach and engagement.
- Addition of a new core value: **Service – We value our partners and others we serve and strive to deliver excellence in all that we do.**



LISTENING SESSIONS

OREGON



WE LISTENED

- ODEM conducted a listening session for each line of effort where all staff were invited to participate and offer individual and departmental perspectives on opportunities for improvement.
- At the conclusion, feedback was reviewed and assembled into a Summary and Recommendations document containing the overarching goals, objectives and recommended actions for each line of effort, which would become the foundation for the Strategic Plan Framework.



LISTENING SESSION OUTCOMES

SUMMARY

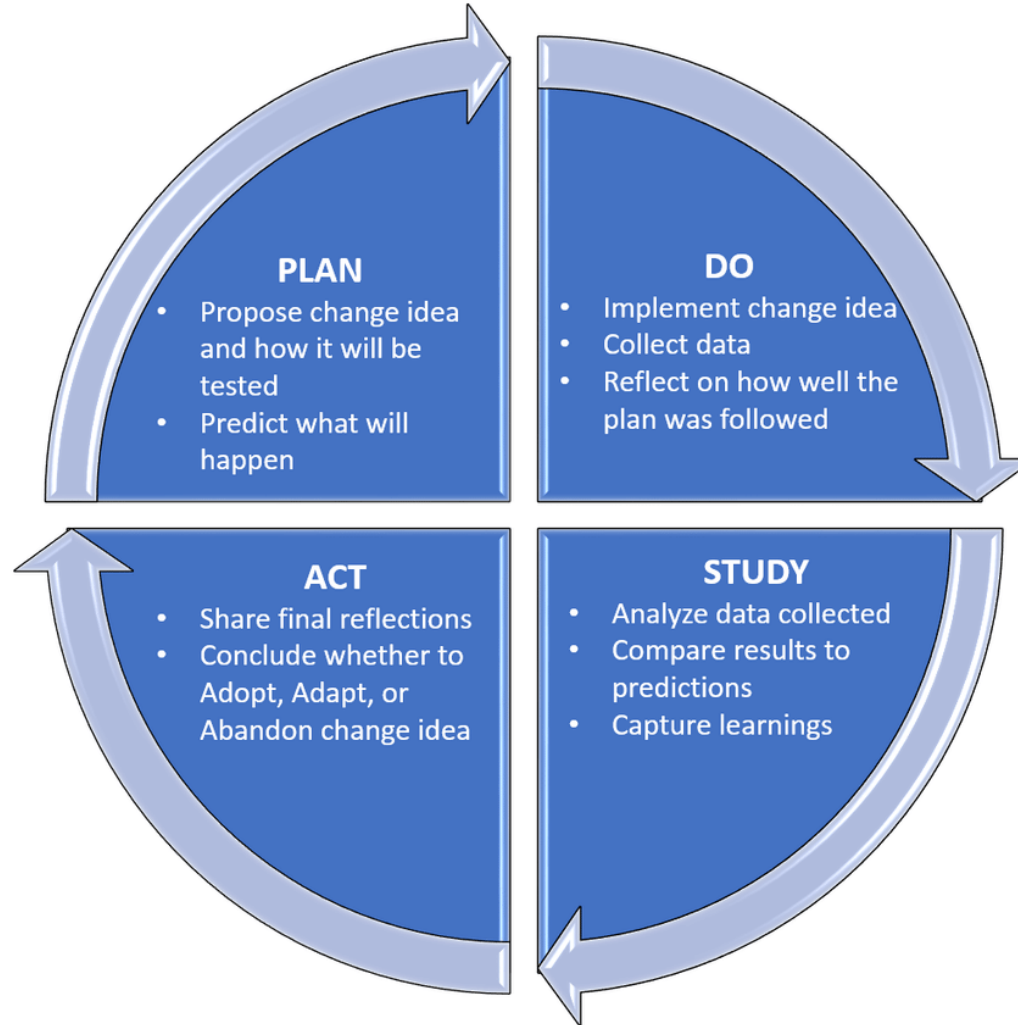
- 350 comments across all lines of effort
- 36 Goals
- 52 Objectives
- 23 Recommended Actions

Summary and Recommendation documents can be viewed at

<https://www.oregon.gov/oem/Pages/Strategic-Planning.aspx>



PLAN DO STUDY ACT





STRATEGIC PLAN FRAMEWORK

- The Strategic Plan Framework is an interim planning document developed to summarize and socialize the goals and objectives identified as a priority for the 2023-2025 planning cycle.
- We welcome your feedback:
https://emergencymanagement.qualtrics.com/jfe/form/SV_eqzKPsEGvPOt6vA



LINES OF EFFORT





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.



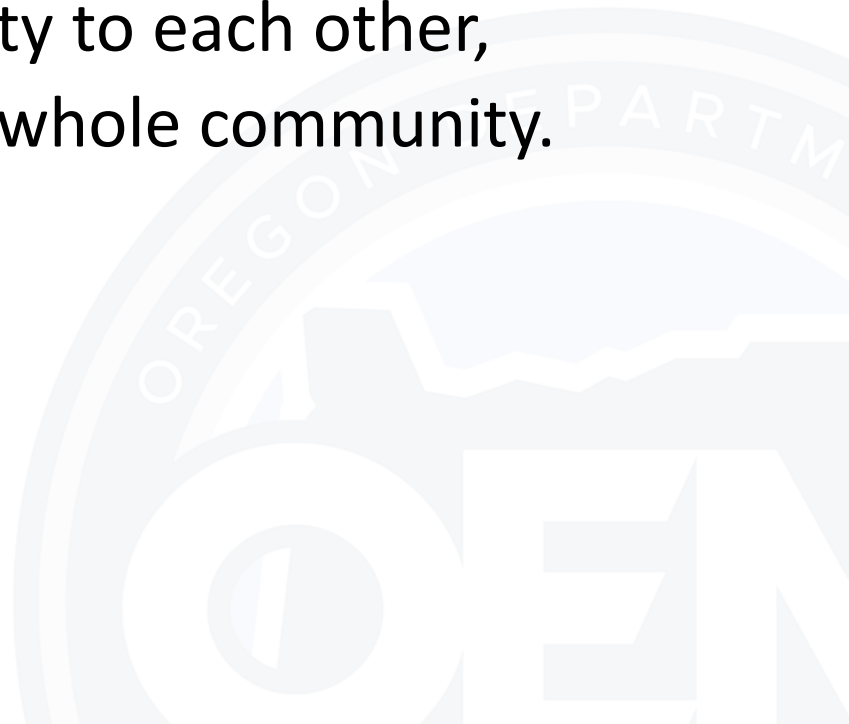
DATA AND SYSTEMS MANAGEMENT

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



IDEA

Inclusion, Diversity, Equity and Accessibility (IDEA) are fundamental to ensuring accountability to each other, our partners and the whole community.





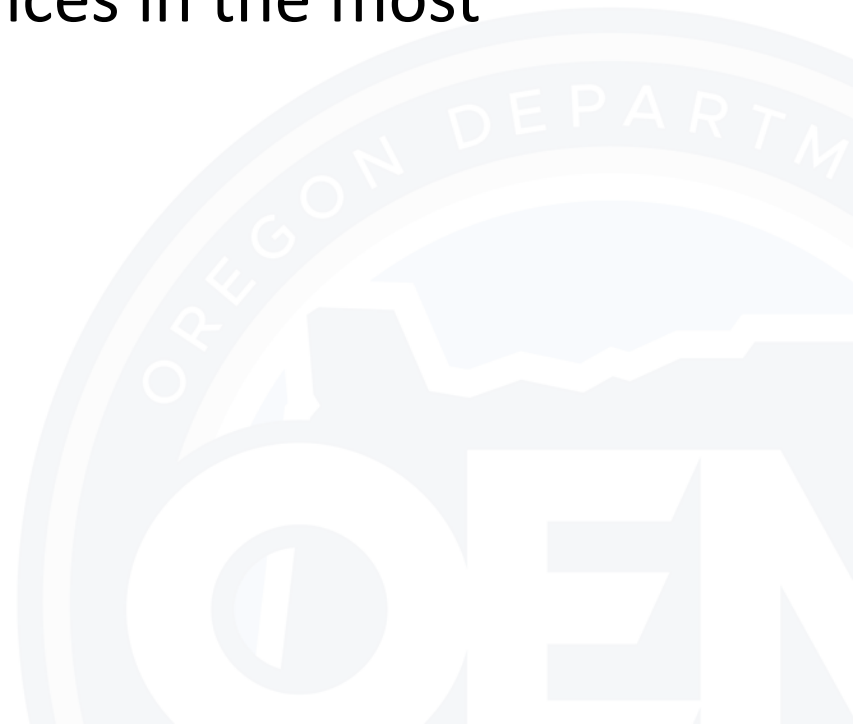
INTERNAL AND EXTERNAL COMMUNICATIONS

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



OPERATIONAL EFFECTIVENESS

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





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 and the whole community by pivoting to a culture of service rooted in equity, empathy and excellence.



PERSONNEL MANAGEMENT

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





TRAINING AND LEADERSHIP

ODEM understands the importance of a well-trained and mature workforce capable of leading collaborative statewide efforts to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters.



STRATEGIES

1

Accountability: Clear prioritization of agency goals and objectives communicated transparently throughout all levels of the agency and externally to our partners.

2

Equity and Service: Create a culture of service excellence, empowered and supported by IDEA, enabling exceptional service delivery to partners throughout all phases of emergency management.

3

Modernization: Standardization of systems and processes to ensure the right tool is used at the right time to meet the right need.

4

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



ACCOUNTABILITY – IDEA

1

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

2

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

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, documenting steps, criteria and outcomes, with final decisions in writing.



ACCOUNTABILITY – INTERNAL AND EXTERNAL COMMUNICATIONS

1

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

2

Establish centralized means of communication to streamline communication.

3

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



ACCOUNTABILITY – PERSONNEL MANAGEMENT

1

Develop and implement a process for review and update of position descriptions, clearly outlining how position descriptions are reviewed and when, making certain roles, responsibilities and required training are accurate.

2

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

3

Build effective communication into position requirements.



EQUITY AND SERVICE – SERVICE DELIVERY MODEL

1

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

2

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



MODERNIZATION – BUSINESS PLANS AND PROCEDURES

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.

2

Identify the policies ODEM is required to develop based on state (Department of Administrative Services, Oregon Administrative Rules, Oregon Revised Statutes), federal (Code of Federal Regulations) or other regulatory requirements.

3

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



MODERNIZATION – DATA AND SYSTEMS MANAGEMENT

1

Build a robust Information technology budget, prioritization protocol and funding model.

2

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

3

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

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 with new team members.

5

Form a project team from all sections to cleanup and organize current data into organized data structures.



MODERNIZATION - INTERNAL AND EXTERNAL COMMUNICATIONS

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, assign and track work throughout assignment, review and approval.

2

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



MODERNIZATION – OPERATIONAL EFFECTIVENESS

1

Migrate institutional and historical knowledge to documented processes.

2

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



READINESS – BUSINESS PLANS AND PROCEDURES

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, continuity of operations and cross-functional training.



READINESS – OPERATIONAL EFFECTIVENESS

1

Instill succession and promotion within ODEM organizational structure.

2

Redesign internal training and exercise tailored to support all aspects of required position responsibilities.



READINESS – PERSONNEL MANAGEMENT

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 support agency mission in a timely manner.

2

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

3

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

4

Create cross-training and mentorship opportunities.



READINESS – PERSONNEL MANAGEMENT

5

Capture and share organizational and peer to peer knowledge.

6

Establish human resource 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.

7

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



READINESS – TRAINING AND LEADERSHIP

1

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

2

Revise the ODEM Staff and Program Training Plan.

3

Develop and exercise the Emergency Coordination Center Training Plan.



INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA)





IDEA FRAMEWORK

The IDEA Plan Framework is a high-level overview of the agency's IDEA Plan strategies and objectives, intended to guide the production of the IDEA Plan.

- **Equity Vision Statement**
- **16 objectives** across **five strategies**

Review the ODEM framework document and provide feedback: https://emergencymanagement.qualtrics.com/jfe/form/SV_br6TX6jMmPVjFn8



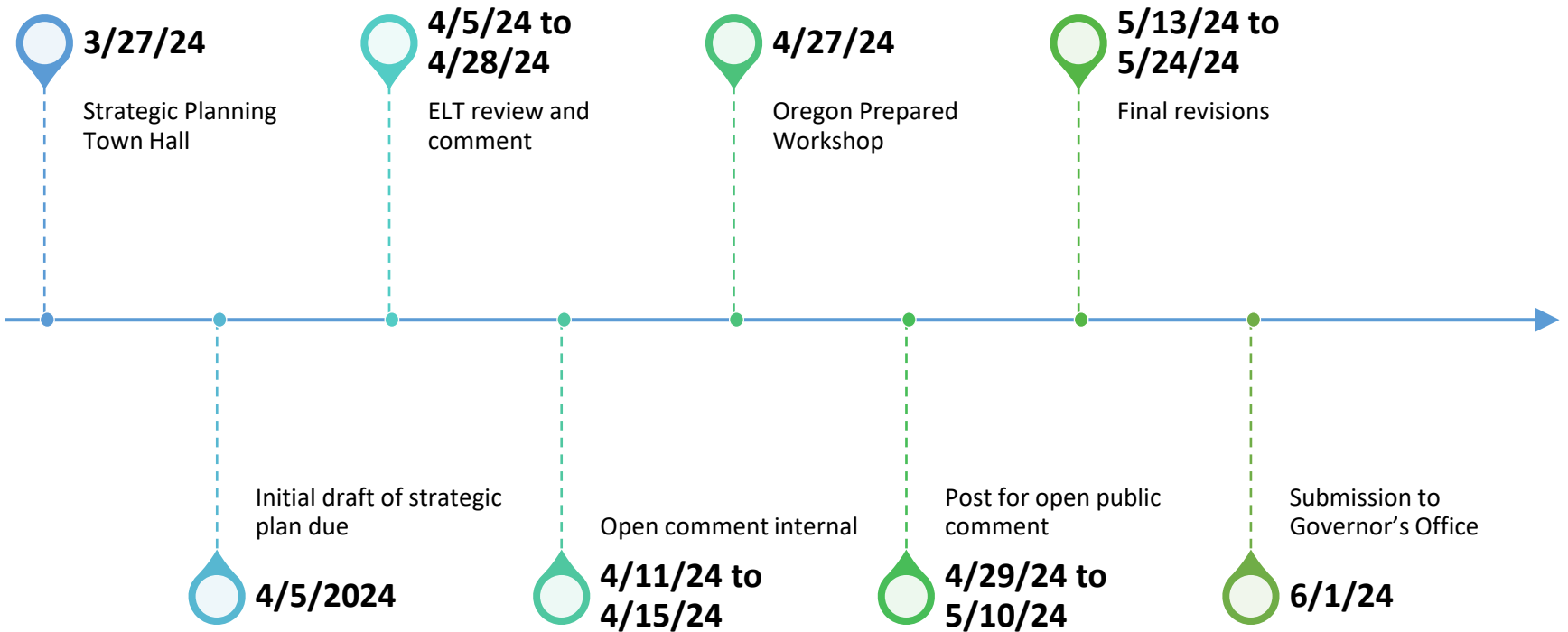
WHAT IS NEXT?



2023-2025 STRATEGIC ACTION PLAN

- ODEM will develop an action plan to implement recommended actions in support of agency strategies and objectives.
- Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) goals will be established to monitor and track success.
- An external strategic planning dashboard will be added to the ODEM Strategic Plan website informing partners of the status of goals and objectives and offering opportunities to provide feedback and recommendations.

ODEM STRATEGIC PLAN TIMELINE





2025-2027 AND BEYOND

- ODEM will incorporate strategic planning into the ODEM Engagement Action Plan, IDEA Plan and Affirmative Action Plan.
- ODEM will use dashboard data to refine strategies and objectives for the 2025-2027 Strategic Plan.
- Continued outreach and engagement opportunities will be offered quarterly, incorporating lessons learned from 2023-2025 Strategic Plan efforts.



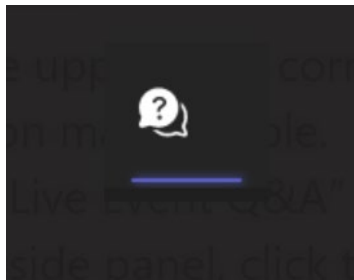
QUESTION AND ANSWER

OREGON



LIVE Q&A

1. In the upper right corner of your screen, click the question mark bubble.
2. The “Live Event Q&A” side panel will appear. At the top of this side panel, click the middle button “My questions.”
3. At the bottom of the dialogue box, click “Your name” and type in your name as you would like it to appear.

A dark grey side panel interface for live Q&A. At the top, there is a text input field with a person icon and the placeholder text "Your name (optional)". Below this is a horizontal line. Underneath the line is the text "Ask a question". At the bottom, there is a checkbox labeled "Post as anonymous" and a right-pointing arrow icon.



Erin McMahon, Director

Oregon Department of
Emergency Management



THANK YOU

