

INCLUSION, DIVERSITY,
EQUITY AND ACCESSIBILITY
PLAN



2024-2026

TABLE OF CONTENTS

Purpose	2
Background	2
I. Agency Mission	2
II. Importance of an IDEA Lens in Emergency Management	2
III. Equity Vision and Corresponding Principles	4
IV. Strategies and Goals Outlined in This Plan	5
Strategy 1	6
Strategy 2	8
Strategy 3	12
Strategy 4	15
Strategy 5	16
V. Conclusion, Document Maintenance, and Vision for Ongoing Efforts	17

Purpose

This plan outlines objectives and strategies for inclusion, diversity, equity and accessibility (IDEA) as the foundation of the Oregon Department of Emergency Management (OEM)'s internal culture and its relations and service provisions to Oregon communities. The plan explains why an IDEA lens is critically needed in emergency management generally, followed by an agency-specific definition of equity with corresponding principles guiding the departmental strategies and objectives. The strategies described in the plan, and the detailed steps to achieving them, provide a roadmap for all OEM staff, management, and leadership to invest in this IDEA plan, which will make the department a leader in supporting whole community resilience.

Background

On Jan. 11, 2023, Oregon Governor Kotek issued a requirement for state agencies to have a Diversity, Equity and Inclusion Plan (DEI Plan) updated every two years. Agencies are encouraged to adopt strategies, goals, and implementation processes from the statewide Diversity, Equity and Inclusion Action Plan to fit their mission. This can be used as a toolkit to guide the development and implementation of an agency's DEI Plan. An agency's DEI Plan serves as an overarching DEI strategy tool. Because OEM is a Title II entity serving the whole community with essential information and coordinating efforts to prevent, prepare for, and recover from emergencies, it is also committed to accessibility as a principle outlined in this plan.

I. Agency Mission

“The Oregon Department of Emergency Management leads 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 and disasters regardless of cause.”

II. Importance of an IDEA Lens in Emergency Management

Emergency management has historically been an outgrowth of military and law enforcement, typically favoring a top-down approach to resource distribution and a hierarchical organization of operations led by members of dominant societal groups.¹ Over decades, this approach has contributed to disproportionate impacts of disasters on historically underserved and

¹ Thomas, K., Hardy, R. D., Lazrus, H., Mendez, M., Orlove, B., Rivera-Collazo, I., ... & Winthrop, R. (2019). Explaining differential vulnerability to climate change: A social science review. *Wiley Interdisciplinary Reviews: Climate Change*, 10(2), e565.

marginalized communities.^{2 3} For example, people who are unhoused or living below the poverty line tend to experience more severe impacts and longer recovery times after disasters than those with a higher socioeconomic status.⁴ These gaps are further exacerbated among communities of Black and Indigenous people of color, and other intersectionally marginalized and underserved communities (such as rural communities and communities of people with access and functional needs).

In light of this knowledge, there is a growing consensus around the need for an equity lens in how societies prepare for, respond to, and recover from disasters and emergencies.⁵ Guidelines from the Federal Emergency Management Agency (FEMA) include instilling equity as a foundation of emergency management (see Goal 1 of the [2022-2026 FEMA Strategic Plan](#)). Incorporating equity into state-level emergency management supports this federal emergency management and response posture as a strategic necessity for fostering resilience to hazards across Oregon.

In this context, OEM’s IDEA plan aims to guide the agency in eliminating barriers to equitable disaster prevention, mitigation, preparedness, response and recovery. Recognizing that age, gender and gender identity, race and ethnicity, disability status, socioeconomic status, immigration status, language barriers, and other systemic factors contribute to forms of resilience and vulnerability throughout the disaster cycle, OEM strives to create more opportunities for diverse experiences and voices to influence emergency management in ways that address these inequities as well as their systemic underpinnings. In so doing, OEM believes Oregon can lead the way to a future in which equitable, whole-community resilience is possible.

²Cutter, S. L., Barnes, L., Berry, M., Burton, C., Evans, E., Tate, E., & Webb, J. (2008). A place based model for understanding community resilience to natural disasters. *Global environmental change*, 18(4), 598-606.

³Haider, L. J., Schlüter, M., Folke, C., & Rrs, B. (2021). Rethinking resilience and development: A coevolutionary perspective. *Ambio*, 50(7), 1304-1312.

⁴Vickery, J. (2018). Using an intersectional approach to advance understanding of homeless persons’ vulnerability to disaster. *Environmental Sociology*, 4(1), 136-147.

⁵Fox, N., Tilt, J. H., Ruggiero, P., Stanton, K., & Bolte, J. (2023). Toward equitable coastal community resilience: Incorporating principles of equity and justice in coastal hazard adaptation. *Cambridge Prisms: Coastal Futures*, 1, e36.

III. Equity Vision and Corresponding Principles

OEM embraces equity as a fundamental value in everything it does. It envisions equity as the consistent and just distribution of resources, opportunities, knowledge, and support to the whole community in disaster prevention, mitigation, preparedness, response and recovery. This requires that the experiences and knowledge of historically marginalized and underserved communities can inform the way the agency operates. The term “underserved communities” refers to populations that have been systemically marginalized by oppressive social and economic systems, making them chronically less able to equally participate in the development and implementation of resilience-building activities.

In the context of Oregon, these communities include rural communities; members of Oregon’s nine federally recognized tribes; veterans; Black, African and African American; Latina, Latino, Latinx and Hispanic; Asian; Pacific Islander (including Compact of Free Association Citizens); immigrants, refugees, asylum-seekers, deferred status holders and temporary protected status; undocumented, Deferred Action for Childhood Arrivals (DACA), “Dreamers,” and non-immigrant Visa holders; linguistically diverse, English language learners (ELL); economically disadvantaged; people with disabilities; LGBTQIA2S+ (lesbian, gay, bisexual, transgender, queer, intersex, asexual, two-spirit, and other non-normative sexual and gender identity); and farmworkers and migrant seasonal workers.

OEM’s role is to effectively coordinate efforts to prevent, prepare for and recover from emergencies. To accomplish this, it recognizes the need to embed equity principles, policies, and approaches across the department’s programming, outreach and engagement efforts, and internal functioning. This includes efforts to remove systemic barriers to and provide equal access to opportunities and benefits both externally and in its workforce, to advance equity for and with those communities.

To support this equity vision, OEM is guided by five principles:

1. Inclusion: Thoughtfully and intentionally creating opportunities for diverse voices and perspectives to participate in decision-making processes is fundamental to addressing the unique needs of all communities within Oregon and across the agency. To serve the whole community effectively and equitably, OEM must also ensure its agency consistently models these values in everything it does.

2. Accessibility: The agency’s ability to achieve its mission rests upon emergency management services, information, and resources being accessible to individuals with diverse abilities. OEM must continuously work toward universal access within its agency facilities and spaces in which it operates, as well as in all services, communications, outreach, information, training programs and other public-facing activities.

3. Proactive Outreach and Engagement: Actively seeking out and meaningfully incorporating the perspectives, aspirations, needs, and capacities of historically marginalized and underserved communities is key to building critical networks of trust and collaboration ahead of an emergency. These approaches must be reflected in the agency’s internal operations, including hiring, recruitment, and retention, to effectively create and sustain pathways to equitable community engagement externally.

4. Leadership with Cultural Humility: Recognizing Oregon is home to diverse histories, cultural norms, values, and traditions of many communities means a one-size-fits-all approach will not be effective. Just as OEM trains its staff to meet all manners of hazards with agility, it must also continuously refine its skills and knowledge to better serve the whole community in ways that are culturally appropriate and responsive to all needs. As the state emergency management department, OEM has a responsibility to model equity at its agency and support an equity lens in the activities of the partner agencies with which it coordinates.

5. Equitable Resource Allocation, Contracting and Procurement: OEM recognizes the need to allocate resources based on the existing needs of communities, focusing on addressing historical disparities and promoting whole community resilience in the face of emergencies. This requires structuring government procurement processes to prioritize opportunities for partnerships with businesses owned by members of historically marginalized and underserved communities. It also requires coordination with partner agencies performing contracting and procurement.

IV. Strategies and Goals Outlined in This Plan

Guided by the vision and principles above, and an agency-wide rationale for equity as a foundation for all work, this plan outlines the following five strategies along key areas of focus:

1. Create and sustain an internal culture at OEM that prioritizes inclusion, diversity, equity and accessibility.
2. Identify and eliminate obstacles to recruiting and retaining diverse talent, incorporating meaningful support structures and professional development opportunities to ensure equitable career advancement and a sense of belonging across the agency.
3. Eliminate obstacles hindering equitable community engagement, particularly among those disproportionately vulnerable during disasters or emergencies, while also developing protection, preparedness, response, mitigation, and recovery measures to address inequities across all phases of the disaster cycle.
4. Explore and develop new structures for procurement and business practices that prioritize equity in vendor selection.
5. Build in equity as a fundamental element of budget decision-making processes, with special attention to how distributive, procedural, systemic, and recognition equity can inform resource allocation decisions.

Each of these five strategies and the attendant goals to support them are outlined below.

Strategy 1

Create and sustain an internal culture at OEM that prioritizes inclusion, diversity, equity and accessibility.

Standard approaches to state-level emergency management owe their ideological inheritance to European enlightenment-era beliefs in human technology to triumph over nature, and the exercise of authority as the primary tool for ensuring society can function following a disaster. To some degree, the vestiges of this approach remain fundamental to the field and its culture, although consensus is growing that this approach does not reflect the needs of all communities OEM serves. As an agency, OEM's recent transition from an office in the Oregon Military Department to a stand-alone, cabinet-level department offers a unique opportunity to prioritize inclusion, diversity, equity, and accessibility in the agency's culture from its inception. To fully seize the opportunities presented by its expanding agency, OEM envisions the following key objectives and milestones.

Objective 1: New employee onboarding, training, and offboarding procedures to allow a better understanding of OEM's workplace environment and continuously advance IDEA.

Anticipated timeline for implementation: Summer 2024.

Leads: Human resources personnel, IDEA coordinator, union representative, executive leadership and additional agency personnel as required.

OEM is creating and implementing a new employee onboarding process designed to foster a more inclusive and equitable workplace from the first point of contact with new hires. These include changes to how the agency posts job opportunities (see Goal 2), new procedures in the evaluation and interview process, a new training program to introduce and continue developing the agency's culture of equity and inclusion, and new strategies to continually support career advancement for diverse personnel throughout their tenure at the department.

A newly established Policy Review Committee is currently developing an agency-wide procedure for capturing critical information relevant to employee turnover as it relates to departmental culture. A key element in this procedure is the implementation of one-on-one exit interviews designed to identify patterns of inequity, discrimination or bias as factors in employee departures. This will allow for a more comprehensive understanding of the workplace environment, aiding in the creation of strategies to continuously advance IDEA. Data generated from exit interviews will be aggregated to protect anonymity, and findings will be used to inform departmental procedures and processes for continuous improvement.

Milestones:

- New employee onboarding and offboarding working groups established: January 2024.
- New employee onboarding procedures created and submitted for staff comment: February 2024.
- New employee onboarding procedures implementation: February 2024.

- Offboarding procedures draft created and submitted to the Policy Review Committee: June 2024.
- Offboarding procedures implementation: Summer 2024.

Objective 2: Implement a new annual survey specifically targeting IDEA-related concerns in the department, improving internal culture relevant to members of marginalized communities and their experiences as OEM employees.

Anticipated timeline for implementation: Summer-early fall 2024.

Leads: IDEA coordinator, executive leadership, strategic planner and section managers.

In response to employee desires for more input channels in agency-wide decision-making, OEM is implementing a new annual survey specifically targeting IDEA-related concerns in the department. The survey will track the agency’s progress in improving internal culture relevant to members of marginalized communities and their experiences as OEM employees. The survey will produce data on employee satisfaction and workplace culture, which will feed back to this and other plans designed to facilitate continuous evaluation and improvement of these agency areas. The survey results will be communicated to staff with relevant action plans derived from the findings.

Milestones:

- Draft survey complete: spring 2024.
- Initial survey distribution: summer 2024.
- Survey close: Early summer 2024.
- Analysis and reporting: Late summer 2024.
- Integration of findings and key data into IDEA Plan and next survey iteration: Fall 2024.

Objective 3: Establish advisory committees and working groups to ensure the agency’s ongoing commitment to IDEA in its internal and external strategic initiatives and operations.

Anticipated timeline for implementation: In progress and ongoing.

Leads: IDEA coordinator, union representative, executive leadership, website coordinator, legislative coordinator, tribal liaison and additional agency personnel as required.

Several new advisory committees and working groups are being developed to ensure the agency’s ongoing commitment to IDEA in its internal and external strategic initiatives and operations. These include a website accessibility working group, a wellness working group, and (in the longer term) a diversity advisory committee whose primary purpose will be to advise leadership on ensuring its internal and external practices reflect the agency-wide commitment to IDEA.

Milestones:

- Website Accessibility Working Group inaugural meeting and goal setting: January 2024.
- Website Accessibility Working Group cadence and goal setting established: March 2024.
- Wellness Working Group inaugural meeting and goal setting: January 2024.
- Initial agency-wide outreach of working group findings and resources available to all staff: February 2024.
- Recruitment for Diversity Advisory Committee: Spring 2025.
- Development of Diversity Advisory Committee Charter, including relationship to leadership and role clarity: Fall 2025.

Objective 4: Collaborate with the Policy Review Committee and external partners to develop standard operating guidelines for accessible outreach materials, meeting formats and engagement procedures.

Anticipated timeline for implementation: In progress and ongoing.

Leads: IDEA coordinator, strategic communications and partnerships, executive leadership, additional agency personnel as required and external partners as identified.

Milestones:

- Agenda item added to the Policy Review Committee with a request to establish a working group: Summer 2024.
- Working group established with subject matter experts and leads identified: Summer 2024.
- Draft of standard operating procedures submitted to Policy Review Committee: Fall 2024.
- Agency-wide adoption of standard operating guidelines for accessible outreach: Winter 2025.

Strategy 2

Identify and eliminate obstacles to recruiting and retaining diverse talent, incorporating meaningful support structures and professional development opportunities to ensure equitable career advancement and a sense of belonging across the agency.

To effectively serve all communities in Oregon, OEM must also commit to dismantling oppressive systems in its workplace. Actively addressing biases in hiring practices and a lack of inclusive workplace policies is a critical first step to creating an environment where individuals from all backgrounds feel valued and supported.

Objective 1: Research and discover other agency and partner organization practices around IDEA-informed recruitment, hiring, and retention across the enterprise.

Anticipated timeline for implementation: Complete.

Leads: Executive leadership and IDEA coordinator.

To maximize existing knowledge and experience across state agencies, develop networks of support to grow IDEA at OEM, and ultimately animate its own IDEA goals, a period of engagement, research and discovery of other agency practices will be an integral step.

Milestones:

- IDEA coordinator to join the DAS Office of Cultural Change DEIB (Diversity, equity, inclusion and belonging) State Government Cabinet: Complete.
- IDEA coordinator to join the DAS DEI Leaders Group: Complete.
- Director, deputy director and IDEA coordinator to join DAS DEI Plan cohort: Complete.

Objective 2: Agency Human Resources will ensure department job openings reference the agency's commitment to IDEA and position-specific IDEA-focused expectations and responsibilities.

Anticipated timeline for implementation: Fall 2024.

Leads: Human resources, IDEA coordinator and section managers.

All job opening announcements will include OEM's commitment to IDEA. The agency is also instituting a new initiative in hiring practices to include a central role for the agency's IDEA coordinator, to ensure the agency's commitment to IDEA is clearly articulated in all position descriptions; hiring panels are comprised of diverse staff representing different backgrounds and perspectives; IDEA informs all interview questions and evaluation processes, including explicit attention to candidates' professional and lived experiences with DEI; and all hiring panelists receive DEI training to reduce unconscious biases.

Milestones:

- Workday DEI interview panel training offered for interview panelists: Complete.
- Coordination with agency human resources to ensure agency job openings reference agency commitment to IDEA: Complete.
- Include position-specific IDEA expectations and responsibilities in position descriptions, and where appropriate, IDEA-focused performance and capability targets: Fall 2024.

Objective 3: Ensure onboarding and day one readiness processes include an IDEA overview and ongoing support structures that adequately support professional development and diversification of the emergency management field.

Anticipated timeline for implementation: Summer-winter 2024.

Leads: Human resources, IDEA coordinator, executive leadership, section managers, community preparedness coordinator and additional agency personnel as required.

Efforts to actively seek out and hire employees representing historically marginalized communities must be sustained by ongoing growth and professional development, including opportunities to lower barriers to advancement and continuously improve the agency's workplace culture relevant to IDEA. A key component in this process involves setting the tone for OEM's mission, vision and values at its first point of contact with new staff.

Milestones:

- Onboarding and day one readiness processes include IDEA overview: Summer 2024.

Employee Mentorship: As part of the new employee onboarding and training process, staff will have the opportunity to be matched with a mentor who can guide their progress and professional development at the agency. Mentorship can foster a supportive environment where experienced employees can guide and empower newer staff as they navigate the agency. Mentors can share insights and experiences, provide career advice, and help guide mentees through organizational structures that can be especially challenging to members of underrepresented groups. Personalized guidance with a mentor who shares similar lived experiences can promote professional growth, boost confidence, and contribute to a more inclusive and equitable workplace culture at all levels of the organization.

Milestones:

- Survey agency staff on interest and willingness to participate in a mentorship program: February 2024.
- Conduct internal and cross-agency research on similar programs to develop a plan outline: Summer 2024.
- Establish a proposal for mentorship program implementation and submit it to the executive leadership team for approval: Fall 2024.
- Implementation of a mentorship program: Late fall-early winter 2024.

Bi-monthly IDEA Training and Workshop Activities: All staff will be invited to participate in bi-monthly hybrid lunchtime discussions around IDEA topics relevant to OEM. These discussions will be interactive and led by a facilitator with topic expertise. For example, one of the series installments will focus on "Engaging with Oregon's nine federally recognized tribes" and will be led by the agency's tribal liaison focusing on tribal cultural competency and culturally appropriate strategies for interactions in the field.

Milestones:

- Annual IDEA survey to include a question to all staff about desired topics and ideal cadence for IDEA training: Summer-fall 2024.
- Curriculum review for enterprise-wide IDEA training opportunities in collaboration with the statewide DEIB Cabinet: Ongoing.
- First six months of training and workshop speakers confirmed, schedule finalized: Summer 2024.

IDEA Coordination and Section-Specific Support: The IDEA coordinator will have a standing presence at executive leadership and management meetings, as well as the opportunity to attend section meetings, offering support for section-specific IDEA objectives. Several working group committees (such as the Policy Review Committee, Grant Management Modernization Project Committee, Governor’s Agency Expectations Working Group, Spanish Language Outreach Working Group, and others) will also benefit from the IDEA coordinator’s input, ensuring IDEA remains foundational to all decision-making and agency-wide planning.

Section managers will be invited to reflect on questions such as: “Where are there current inequities in the work our section performs?” “What can we do to address these inequities?” “What section-specific goals can facilitate this change?”

For example, a recent finding in the Preparedness Section indicates a lack of Spanish-speaking materials and initiatives, prompting that section to convene a working group to address this gap. The working group has assembled members of community-based organizations (CBOs) serving Spanish-speaking communities and Spanish-speaking emergency management experts who can deliver community-tailored training in linguistically and culturally appropriate ways. Other sections are in various stages of developing plans, and these efforts will be ongoing.

Milestones:

- One-on-one meetings with section managers and key personnel on collaborative efforts toward developing and achieving section-specific IDEA objectives: Beginning January 2024.
- Agency-wide overview of IDEA principles and vision for OEM: February 2024.
- Targeted workshop and training delivery to section staff: Beginning February 2024 and ongoing.
- Regular meetings with the state exercise officer and exercise specialist to integrate IDEA objectives into agency exercise and training opportunities: Ongoing.

Youth Engagement Opportunities: To address the need for a cultural shift in how the emergency management field is delineated, the agency is designing new programming to create pathways for youth engagement in emergency management. Beginning with an opportunity for high school-aged youth of OEM staff to visit its offices over spring break, this initiative also includes support for the FEMA Youth Preparedness Council and exploring the potential for a statewide Youth Preparedness Council program across the state. In the longer term, this program could also feed into a permanent internship program to cultivate the next generation of emergency management professionals.

Milestones:

- Initial meeting to develop internship vision and structure (including deputy director, Youth Preparedness Council coordinator): Summer 2024.
- Planning phase to include community and education partners: Fall 2024.
- Draft of overview created in collaboration with community and education partners, submitted to the executive leadership team for approval: Early winter 2025.
- Establishment of application evaluation committee: Winter 2025.
- Recruitment and evaluation of Oregon Youth Preparedness Council applications: Spring 2025.
- First Oregon Youth Preparedness Council acceptance notifications sent: Summer 2025.

Objective 4: Ensure all OEM job openings are advertised on the Partners in Diversity platform and through the Oregon Advisory Commissions and community-based organization (CBO) partners' mailing lists.

Anticipated timeline for implementation: Late summer 2024.

Leads: Human resources, IDEA coordinator.

Job openings will be posted in strategic locations where existing relationships with community partners can facilitate distribution. These include the Partners in Diversity website and the CBO directory.

Milestones:

- Research and discovery of other agency practices around IDEA-informed recruitment and hiring across the enterprise: Winter 2023
- All job openings advertised on the Partners in Diversity platform: Complete.
- Develop CBO partners' mailing lists and begin circulating job openings: Late summer 2024.

Strategy 3

Eliminate obstacles hindering equitable community engagement, particularly among those disproportionately vulnerable during disasters or emergencies, while also developing preparedness, response, mitigation and recovery measures to address inequities across all phases of the disaster cycle.

Effective and equitable emergency management requires equitable access to information and resources and targeted strategies to address language barriers, distrust in state-level authorities, and damaged trust between the agency and the communities it serves. This reality demands tailored communication strategies, cultural humility and proactive community engagement strategies that prioritize listening first.

Objective 1: Continuously seek external funding sources for compensating members of CBOs for their time and expertise in informing agency strategies and outreach efforts.

Anticipated timeline for implementation: In progress.

Leads: IDEA coordinator, tribal liaison, section managers and executive leadership.

A persistent barrier to direct community involvement in agency initiatives has been the lack of resources for compensating CBO personnel for their time and expertise. To mitigate this, the agency will continuously seek external funding sources to compensate members of CBOs for their time and expertise in informing agency strategies and outreach efforts. One such opportunity has already been secured through the IDEA coordinator's partnership with Oregon Sea Grant, which has committed two years of funding to support CBO expert leadership in advising on seismic and tsunami hazard awareness.

Milestones:

- Compile a list of CBO partners with existing relationships to OEM: [In progress](#).
- Develop a policy option package (POP) to support community advisors: See Goal 5 below.

Objective 2: Renew OEM's commitment to Disability in Emergency Management Advisory Committee (DEMAC), a cross-disability council that works toward equity in emergency management.

Anticipated timeline for implementation: Summer 2024.

Leads: IDEA coordinator and executive leadership.

OEM will renew its commitment to DEMAC, and OEM's support as a sponsoring agency of DEMAC will help ensure the group can recover from the impact of the COVID-19 pandemic, which limited its ability to function effectively as a council advocating for communities with access and functional needs.

Milestones:

- Internal recruitment for DEMAC staff from OEM as a sponsoring agency: Ongoing.
- Partner with DEMAC to circulate recruitment materials throughout OEM and external partner communities: Ongoing.
- OEM deputy director will assume the role of executive sponsor of DEMAC to elevate concerns and recommendations of the group to agency partners and personnel across the enterprise: June 2024.

Objective 3: Amend the role of regional coordinators (RCs) to enable a more streamlined communication process to elevate local concerns to leadership in a more responsive manner.

Anticipated timeline for implementation: Complete.

Leads: Executive leadership, section managers and regional coordinators.

Regional coordinators (RCs) play a key role in direct interactions with local communities. In response to OEM's recent agency-wide survey, as well as the agency director's 90-day assessment, the agency is presently amending the role of RCs to enable a more streamlined communication process where community input gathered from RCs will more directly inform agency-wide initiatives. This process will ensure agility in the agency's ability to respond to community crises in real time and enable communities across the state to elevate their concerns to leadership in a more responsive manner.

Milestones:

- RC position descriptions amended to enable more direct input in agency-wide initiatives and more agility in the agency's ability to respond to local crises in real-time: Complete.
- Provide more flexibility in the management of RCs' time to better align with regional needs and funding sources to allow them the ability to support a wider range of emergency management programs: In progress.
- Dedicate hours for RCs to meet with the director and deputy director to ensure local concerns are equitably and efficiently elevated to agency leadership: in progress.

Objective 4: Ensure the agency's tribal liaison has a standing presence in leadership meetings and dedicated time to update the director and deputy director on important issues related to tribal engagement.

Anticipated timeline for implementation: Complete.

Leads: Tribal liaison and executive leadership.

Agency relations with Oregon's tribes are central to achieving OEM's mission of equitably serving the whole community. Recognizing the tribal liaison's key role in this process, the agency has restructured the position to ensure it has a standing presence in leadership meetings and dedicated time to update the director and deputy director on important issues related to tribal engagement.

Milestones:

- Evaluation and revision of the tribal liaison description to reflect the shared responsibility of the director, deputy director and RCs (not only the tribal liaison) to serve as points of contact for tribal partners: February 2024.
- Research and discovery phase utilizing other agency practices to inform OEM's practices relevant to tribal engagement: March 2024.
- Meeting cadence established with agency director and deputy director: March 2024.

Strategy 4

Explore and develop new structures for procurement and business practices that prioritize equity in vendor selection.

OEM spends an estimated \$11 million annually on goods and services. Diversifying vendors and actively opening the government procurement process to underserved, minority, and women- and veteran-owned businesses produces a broad impact and enables the agency to forge collaborative, trust-based relationships with members of these communities.

Objective 1: Expand the use of the Certification Office for Business Inclusion and Diversity (COBID) database as a mechanism for improving relationships and contracting practices with minority-owned, women-owned, service-disabled veteran-owned businesses, and emerging small businesses.

Anticipated timeline for implementation: Spring 2025.

Leads: Chief financial officer, finance section personnel and IDEA coordinator.

As OEM develops its compliance division and streamlines policies and procedures to support federal and state emergency management objectives, it has an opportunity to implement an equity lens in contracting procedures. An area for such consideration is the [Certification Office for Business Inclusion and Diversity \(COBID\) database](#), an underused resource in communities across the state. A misconception that only large businesses can register in the database may deter small businesses from registering. The agency will use this existing tool as a mechanism to improve relationships and contracting practices with minority-owned, women-owned, service-disabled veteran-owned businesses, and emerging small businesses.

Milestones:

- Research and discovery phase to learn how other agencies interact with the COBID database in their contracting and procurement processes: Fall 2024.
- Utilize the cross-agency DEI cohort as a venue for the development of COBID integration planning: Fall-winter 2024.
- Develop and implement a plan to integrate COBID-certified businesses into contracting and procurement processes: Spring 2025.

Objective 2: Instill IDEA throughout OEM finance and procurement sections by updating position descriptions and fundamental job performance and evaluation to include IDEA.

Anticipated timeline for implementation: Fall-winter 2024.

Leads: Chief financial officer, human resources, IDEA coordinator, union representative, executive leadership and additional agency personnel as required.

Milestones:

- Position descriptions in the finance section will include language on the co-creation and maintenance of a working environment free of harassment and discriminatory employment practices: Summer 2024.
- Support the department's vision that IDEA is fundamental in job performance and evaluation: Fall 2024.
- Management position descriptions will include an expectation to actively counsel and train employees on the importance and relevance of IDEA to finance processes and provide guidance and methods for implementing an IDEA lens in finance-related duties: Fall-winter 2024.

Strategy 5

Build in equity as a fundamental element of budget decision-making processes, with special attention to how distributive, procedural, systemic and recognitional equity can inform resource allocation decisions.

Objective 1: Develop new mechanisms for incorporating IDEA data in the subapplication phase of grants.

Anticipated timeline for implementation: Fall 2024.

Leads: Grants management personnel and IDEA coordinator.

While program guidelines determine the evaluation criteria for grant applications, OEM has a responsibility to collect and learn from data on where, how and to whom resources are being distributed across the state.

Milestones:

- IDEA coordinator participation in Emergency Management Performance Grant (EMPG), State Preparedness and Incident Response Equipment (SPIRE) and other grant steering committees: Beginning 2024.
- Co-create a plan with local emergency managers and tribal partners to rectify inequities between applicants with differing access to resources (as allowed by program guidelines): Ongoing.
- Mandatory IDEA training as part of granting and exercising budget authority, and staff training to grow agency transparency around audits, policy option packages, and other fiscal processes and procedures: Fall 2024.

Objective 2: Provide fiscal and operational support for language translation and accessibility resources.

Anticipated timeline for implementation: Ongoing.

Leads: Executive leadership, legislative coordinator, IDEA coordinator, strategic communications and partnerships section.

The Strategic Communications and Partnerships Section has identified gaps in language accessibility and inclusion in the agency's community outreach and engagement. To address these gaps, the agency is soliciting state resources to translate critical materials into languages most frequently spoken in Oregon after English (namely, Spanish, Simplified Chinese, Vietnamese and Russian).

Recent emergencies, such as the 2024 ice storm and subsequent engagement with the Oregon Deaf and Hard of Hearing Services Committee (ODHHS) and DEMAC, also highlighted the need for resources to support communities with diverse communication needs, including those who rely on American Sign Language (ASL). Allocation of funds for language translation and ASL interpretation services during virtual events will ensure OEM's communications are inclusive and accessible to all members of the community.

Milestones:

- POP development working group to prioritize resources to support making materials and publications accessible to communities speaking languages other than English: April 2024.
- Working group on website accessibility established: January 2024.
- Quarterly reporting on website accessibility and functionality to ensure it meets [web content and accessibility guidelines](#): Ongoing.

Objective 3: Cooperate with state and federal partners to develop plans to build IDEA into state management costs at state and federal levels.

Anticipated timeline for implementation: Spring 2025.

Leads: Grants management personnel, executive leadership, chief financial officer, legislative coordinator and IDEA coordinator.

Milestones:

- Research and discovery period for learning how other emergency management agencies in other states have incorporated an equity lens in state management costs: January 2025.
- Preliminary action plan to effectively integrate IDEA into these processes: Spring 2025.

V. Conclusion, Document Maintenance, and Vision for Ongoing Efforts

The preceding guiding equity principles, goals and milestones are merely a first step in OEM's ongoing commitment to instilling IDEA as a foundation for the agency's work. OEM recognizes this effort must be sustained and supported at all levels of the agency, with continuous updates

to the plan as outlined in the Governor’s expectations, as well as revisions to goals and strategies in response to changing conditions. This plan will be stored on OEM’s publicly accessible website and will be updated every two years with revised strategies, objectives and milestones. In doing so, OEM can emerge as a leader in equitable emergency management and a powerful change agent for dismantling systems of inequality that perpetuate harm to communities in the state.

Questions about this plan should be directed to OEM IDEA Coordinator Natasha Fox at natasha.fox@oem.oregon.gov.

Supplemental Materials

[State of Oregon Diversity, Equity, and Inclusion Action Plan](#)

OEM Strategic Plan

OEM Affirmative Action Plan

List of Acronyms

ASL – American Sign Language

CBO – Community based organizations

COBID – Certification Office for Business Inclusion and Diversity

DAS – Department of Administrative Services

DEI – Diversity, equity and inclusion

DEIB – Diversity, equity, inclusion and belonging

DEMAG – Disability in Emergency Management Advisory Committee

EMPG – Emergency Management Performance Grant

FEMA – Federal Emergency Management Agency

IDEA – Inclusion, diversity, equity and accessibility

ODHHS – Oregon Deaf and Hard of Hearing Services

POP – Policy option package

RC – Regional coordinator

SPIRE – State Preparedness and Incident Response Equipment

Approving Authorities



May 29, 2024

Erin McMahon, IDEA Plan Executive Sponsor
Director

Date