

STRATEGIC PLAN FRAMEWORK



2023-2025

CONTENTS

Executive Summary	2
Mission	2
Vision	2
Values	2
Equity Vision Statement	3
Strategy 1	3
Accountability	3
IDEA.....	3
Internal and External Communications	3
Personnel Management.....	4
Strategy 2	4
Equity and Service.....	4
Service Delivery Model	4
Strategy 3	4
Modernization.....	4
Business Plans and Procedures	5
Data and Systems Management	5
IDEA.....	5
Internal and External Communications	5
Operational Effectiveness	6
Service Delivery Model	6
Strategy 4	6
Readiness	6
Business Plans and Procedures	6
Operational Effectiveness	6
Personnel Management.....	7
Training and Leadership.....	7
Agency Plans	8
ODEM Affirmative Action Plan.....	8
ODEM IDEA Framework	8
ODEM Information Technology Strategic Plan	8
ODEM Succession Plan.....	8
Definitions	8

Executive Summary

The Oregon Department of Emergency Management (ODEM) is undergoing transformational change in the form of new leadership, new vision and new direction. As we shape the future of emergency management in Oregon, we want to engage our partners and the whole community in this transformation. This framework is a result of the internal efforts ODEM has accomplished so far. For more information on ODEM strategic planning journey, please visit the ODEM strategic plan website.

The Oregon Department of Emergency Management Strategic Plan is a shared vision for delivering the department's mission, vision and core values.

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 have the capacity to prepare for, respond to, and recover from disasters, and that their diverse experiences inform the way our agency operates.

Strategy 1

Accountability

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 tenant of how ODEM intends to deliver accountability to ourselves, our partners and the whole community.

Objective 1: Increased transparency in budgetary processes using multidisciplinary teams and training 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, resurrection of regular all-staff meetings, and Executive Leadership Team meeting minutes transparently shared 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, documenting 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 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 ELT to managers to 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 are 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 (PD), clearly outlining how PDs are reviewed and when, 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 resilient workforce.

Objective 3: Build effective communication in to position requirements.

Strategy 2

Equity and Service

Create a culture of excellence that empowers and supports IDEA and excellence 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, to include 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

Standardization of 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, 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 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 systems 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 with new team members.

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

IDEA

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

Objective 1: Integration of 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, assign and track work throughout assignment, review, and approval.

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

Operational Effectiveness

Maximizing tools and resources to ensure 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 right-sized and right-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/siloed efforts and support succession planning, COOP and cross-functional training.

Operational Effectiveness

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

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

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

Personnel Management

ODEM personnel are the 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 support agency mission in a timely manner.

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 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.

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 of Oregon.

Objective 1: Develop 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 the Emergency Coordination Center Training Plan.

Agency Plans

[ODEM Affirmative Action 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 requests for funding are submitted and may include requests for positions, equipment or continued funding for existing operations.