

2025-2029 MCEM Strategic Plan

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NOTES

Throughout this document, “emergency management objectives” and “emergency management program” refer to the full spectrum of emergency management phases, including mitigation (risk reduction, resilience, climate adaptation), prevention, preparedness, response, and recovery.

When capitalized, “County” specifically refers to the county government body. When lower case, “county” refers to the generic meaning of its geopolitical boundaries.

County Vision, Mission, and Values

County Vision Statement

Multnomah County is a sustainable, diverse and thriving community where all are safe, empowered and connected.

County Mission Statement

To improve the well-being of Multnomah County communities by providing accessible, high-quality, and innovative public services that create stability, enhance opportunities, and reduce disparities.

County Values

- **Accountability** - Taking responsibility for delivering the services we say we will, and being transparent and communicative in what we do and how we do it.
- **Social and environmental justice** - Remediating inequitable and unsustainable systems that harm and oppress communities.
- **Inclusively leading with race** - Centering race, a leading indicator of inequalities and disparities, in our intersectional approach to breaking down systemic barriers created by all forms of oppression within our workplace and in our community.
- **Equity and inclusion** - Developing and using policies and practices that promote access, equity, fairness, and belonging for all.
- **Safety and well-being** - Creating an environment of psychological, physical, and emotional safety that improves quality of life.

Impacts and Outcomes

Our Impact

Multnomah county communities are prepared for emergencies and disasters, resilient, and able to adapt to impacts from climate change.

Our Outcome

Multnomah County effectively prevents, mitigates, prepares for, responds to, and recovers from natural and human-caused emergencies and disasters.

Emergency Management Guiding Principles

We are guided by national and international good practices, standards, research, after-action reviews and improvement plans, and robust, meaningful engagement with our community.

2025-2027 THIRA Priorities

The Threat and Hazard Identification and Risk Assessment (THIRA) is a process that helps us understand our risks and what we need to do. For MCEM, the following priorities were identified.

- **Operational coordination** - Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- **Mass care services** - Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
- **Public information and warning** - Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- **Infrastructure systems** - Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Community resilience** - Recognize, understand, communicate, and plan for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and recover from future incidents.
- **Cybersecurity** - Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

Authorities

The following county, state, and federal legislation and standards guide the work that Multnomah County Emergency Management undertakes.

- [Multnomah County Code, Chapter 25](#), § 25.420 - § 25.490.
- [Multnomah County Administrative Procedure RSK-11](#), "Workplace Emergency Action Plans"
- Oregon Revised Statutes, [Chapter 401](#), 401.305 - 401.552
- [Robert T. Stafford Disaster Relief and Emergency Assistance Act](#)
- [ANSI/EMAP 5-2022 Emergency Management Standard](#)

Update Schedule

At a minimum, the strategic plan will be comprehensively reviewed once annually to assess progress toward outputs and outcomes, re-consider priorities, and discuss any course corrections needed. Every five years, a new plan will be developed. Program managers will review output and outcome performance quarterly with staff members to help ensure priorities and course corrections are continually monitored

A cohesive Monitoring, Evaluation, and Learning companion plan will be introduced in the first year to provide measurable criteria and greater detail on the process of monitoring actions, evaluating progress, and learning through continuous improvement. This companion plan will help ensure that the identified programmatic outcomes and outputs remain relevant to our organizational impact and outcome and that we are prioritizing our scarce resources toward achieving our overall impact and outcome.

Programs

Organizational Preparedness and Planning

This program includes all planning to ensure the County is able to respond to emergencies as well as continue its operations and services (continuity of operations and continuity of government). Response preparedness tactical activities are included under the response program.

OUTCOME 1. Multnomah County government agencies and communities understand their roles in emergency management objectives and programs

Output Current departmental Continuity of Operations Plans (COOP)

OUTCOME 2. Multnomah County is supported by relevant plans and processes for managing those plans.

Output A current Comprehensive Emergency Operations Plan (EOP)

Output EOPs for jurisdictions without emergency management programs

Output A coherent planning development and management process

Mitigation and Prevention

This program includes hazard identification, risk assessment, analysis, hazard mitigation, and prevention.

OUTCOME 1. Impacts of future natural and human-induced emergencies and disasters to life safety and property are reduced or prevented.

Output A current Long-Term Hazard Mitigation Program

Output A current Natural Hazard Mitigation Plan

Output A current Community Wildfire Protection Plan

Output The Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) are complete and accurate

Response and Recovery Readiness

This program includes incident management, resource management, mutual aid, logistics, communications, alerts and warnings, and facilities, as well the tactical and operational preparations to ensure MCEM response readiness.

OUTCOME 1. The life-safety needs of the most disaster-vulnerable, marginalized, and underserved communities are addressed during and after an emergency in a consistent and coherent manner.

- Output An Incident Command structure that manages emergency responses (ICS)
- Output Tools, job aids, and resources are in place to support effective EOC operations
- Output An active Duty Officer program that monitors and reports on events
- Output GIS programs and IT resources that support information management and situational awareness

OUTCOME 2. The life-safety needs of the most disaster-vulnerable, marginalized, and underserved communities are addressed during and after an emergency with appropriate resource coordination.

- Output An Emergency Operations Center facility
- Output Mobile Emergency Operations Center capabilities
- Output Disaster resource support that meets immediate needs for most emergencies
- Output Center support that meet immediate needs for most emergencies

OUTCOME 3. The County communicates emergency alerts and warnings to the community and critical information with partners in all conditions.

- Output A robust emergency communications program capable of supporting all emergency and disaster responses
- Output An active Alert and Warning program capable of sending timely, accurate alert messages to affected communities

Training and Exercise

This program includes training, exercise, evaluation, and corrective action.

NOTE: Training and Exercise coordinates and manages the design , delivery, and tracking of training workshops and exercise events, after-action reviews, and improvement planning, but works closely with relevant program subject matter expertise on their content.

OUTCOME 1. Through appropriate training, County and local government staff and community members are comfortable, competent, and confident in their roles and responsibilities related to emergency management objectives, continuity of operations, and/or continuity of government.

Output An active countywide emergency management training program

Output County individuals and teams are trained to perform ICS and EOC functions

Output All MCEM staff know and understand disaster readiness and resilience messages and speak with a unified voice

OUTCOME 2. Through appropriate exercises, County and local government staff and community members are comfortable, competent, and confident in their roles and responsibilities related to emergency management objectives, continuity of operations, and/or continuity of government.

Output County individuals and teams have participated in exercises

Output Elected officials, County leadership and employees have participated in exercises

OUTCOME 3. County emergency management programs and services are continually improved and made more effective.

Output MCEM has an Integrated Preparedness Plan to reflect fiscal years 2024-2028

Output Exercise events listed in the current IPP are aligned with HSEEP Standards.

Output An active continuous improvement program

Community Engagement and Public Awareness

This program includes emergency public information.

OUTCOME 1. Disaster vulnerable communities are better prepared for and more resilient to impacts from locally prevalent hazards, empowered to be the representatives within their own communities, and collaborative when preparing for and responding to local emergencies.

Output Partnerships and collaboration with CBOs is increased

Output Engagement with the least-served communities is improved through data analyses

OUTCOME 2. Disaster vulnerable communities receive relevant information in their preferred format and mode to make informed decisions, seek appropriate resources, and provide feedback to the County on disaster response actions affecting them.

Output Our public information platforms (website, social media pages) are current and relevant

Output Improved two-way communication between the liaison network and the Public Information Officer during emergency responses

OUTCOME 3. Disaster vulnerable communities are supported by a robust and coordinated program of trained volunteers as part of their emergency preparedness and response readiness

Output A revitalized Citizen Corps that covers all of Multnomah County

Output A community volunteer management program to manage all Multnomah County emergency management volunteers

Partnerships and Policy

This program includes coordination, advisory committees, laws and authorities.

OUTCOME 1. County leadership and policymakers are accountable for coordinated resources provided to accomplish emergency management objectives.

Output County officers and Incident Commanders are well informed on emergencies and disasters

Output County officers and Incident Commanders issue clear emergency declarations and delegations of authority as appropriate

Output Appropriate policies are in place supporting countywide emergency preparedness and response readiness

Output A County emergency readiness group that is comfortable, competent, and confident in their roles and responsibilities before, during, and after disasters

OUTCOME 2. A clear line of communication exists between partnered jurisdictions to support an effective comprehensive emergency management program.

Output There is a strong working relationship with state agencies involved in emergency preparedness and response, including OEM, ODHS, OSFM

Output IGAs/MOUs exist with relevant mutual aid organizations and NGO/CBOs

Output There is a strong working relationship with served jurisdictions within Multnomah County and with RDPO

Output Necessary agreements are in place for sharing staff across jurisdictional lines as needed during response and recovery.

Output County contracting and procurement procedures support accessibility of participation by CBOs of underserved communities

OUTCOME 3: Budget development and grant funding processes support the organization's strategic goals

Output MCEM's budget is maximized to support priorities identified in its strategic plan

Output All MCEM grants are compliant and aligned with MCEM strategic goals.