

From: [Van Keuren, Jeremy](#)
To: [Ingabire, Regina](#); [Devitt, Glenn](#); [Lozano-Peralta, Marisol](#)
Cc: [Van Keuren, Jeremy](#)
Subject: CPT Strategic Planning: to think about whilst I'm away
Date: Sunday, December 8, 2024 8:16:34 PM

Hello Community Preparedness Team,

Just before Friday, I had a meeting with Shad and he'd like our team to prepare a strategic plan for our team. He wants that effort to begin in earnest in January.

But in the meantime, in the intervening weeks, I'd like to invite you all to start thinking about what that plan is gonna look like. This will be a co-created plan amongst us and possibly with Multnomah County EM's engagement team (more on that in a moment). Here are a few things to get thinking about now, to prepare for the discussion to come:

- **In our current moment with Portland government, strategic planning can be tricky and may even feel a little...futile?** After all, everything we think is true about PBEM and our work could completely change with the new City Council. But that's actually why a strategic plan can be important...our work is possibly more protected from political whims if we can plant a banner and say "this is what we do, and you'll be better off if you continue to pay us to do it". I found this quick read about strategic planning and its pitfalls helpful and worth your time: <https://hbr.org/2014/01/the-big-lie-of-strategic-planning>. That article is taken from the private sector perspective, but there are some gems in there that apply to government strategic planning as well.
- **I really like [The Spectrum of Community Engagement](#) framework and will ask if you think it should be the backbone of our strategic planning.** It's a fast read; **please read it completely by mid-January**. I'll want to know what all of you think and if you're equally as impressed, if you think we should adapt parts of it, or if we should junk it. That earlier link takes you to the page, but you can just download the PDF [HERE](#).
- **Also thought this was interesting:** <https://belonging.berkeley.edu/targeted-universalism>
- **I would like to get some jobs in our strategic plan about reducing structural violence.** Again, this will be a co-created effort and you can shout me down if you want. [Structural violence](#), to me, ties into the fact that disasters consistently impact marginalized communities hardest. As community engagement professionals, I see our job as pushing back against that trend as hard as we can. Please give this some thought for discussion.
- **Technically, our team has "mission/vision/values" that we developed some time ago.** You can find them here: https://volunteerpdx.net/index.php/PBEM_Community_Resilience_Team_Mission_Vision_and_Values. I think they're good, but we should consider tuning them up as the first part of our strategic planning process.
- **Where does the County fit into this?** I had a positive meeting with Alice Bush on Friday. We talked about communications issues and where their shop is going with community engagement (they're in an active transition between Alice and Lydia). We'll discuss this as a

team, but I would like to create a joint strategic plan with Lydia. I think that can make our work more productive, and we can possibly even set a positive model of the City and County working together and not murdering each other.

- **Where do metrics fit into all this?** As you've heard me repeat many times, "If it doesn't get measured, it doesn't get funded". I haven't been wrong about that yet. Using data to demonstrate value won't necessarily save us in a budget meatgrinder, but our programming certainly will not survive without it. So, please think ahead to what we should measure and how will we measure it. Metrics will be a part of the strategic plan.

I'm f__king off to take a vacation and will be back January 2. If I read something brilliant about strategic planning while I'm technically out, I might get online to forward it to you.

Happy holidays! Do not hesitate to contact me if you need something while I am gone. My personal cell is 971-533-6991.

Jeremy Van Keuren

Community Preparedness Manager

Portland Bureau of Emergency Management

c: (503) 969-4701

9911 SE Bush Street, Portland, OR 97266-2562

jeremy.vankeuren@portlandoregon.gov

[website](#) | [twitter](#) | [facebook](#) | [publicalerts](#) | [tumblr](#)

[Volunteers please log hours here](#)

PBEM is committed to complying with all non-discrimination laws, including Title VI and Title II. To request a translation, accommodation, or additional information, please email PBEMinfo@portlandoregon.gov or call (503) 823-4375, City TTY (503) 823-6868, or Oregon Relay Service: 711.