

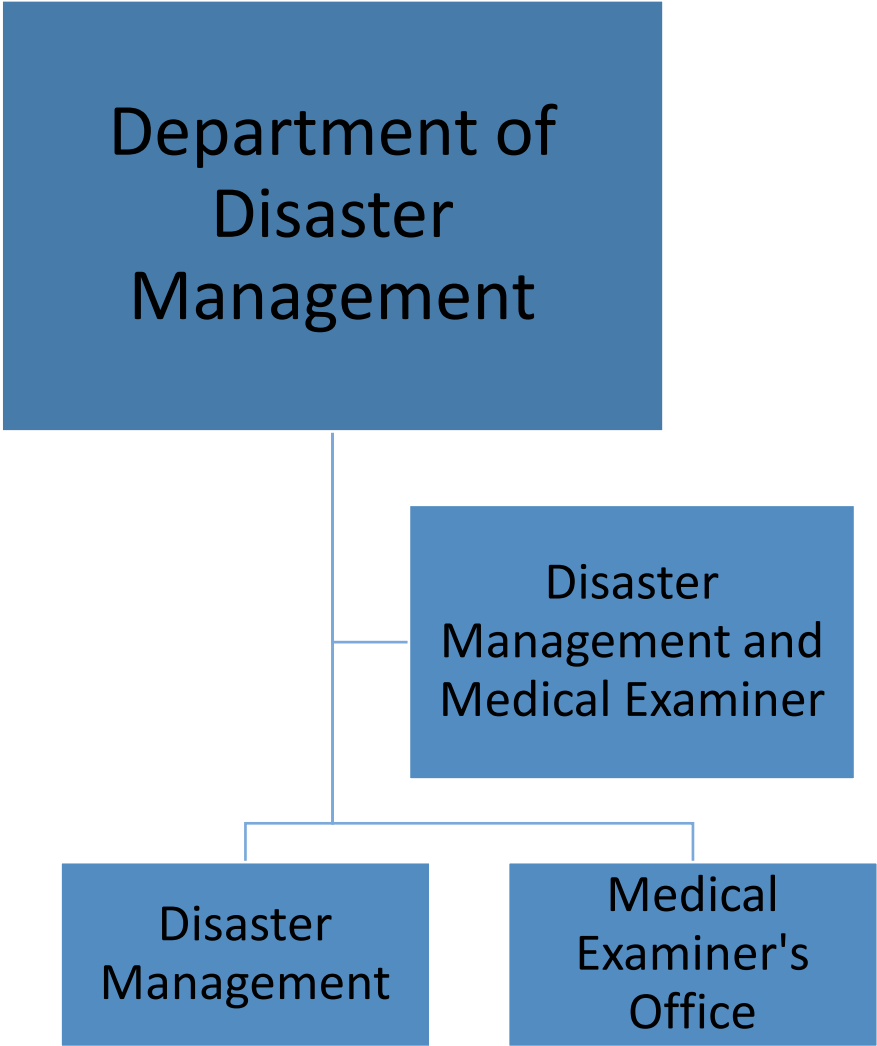
Department of Disaster Management
Strategic Business Plan



**DISASTER
MANAGEMENT**

#ClackCoPrep





Department Mission Statement

The Mission of Disaster Management Department is to foster resilience through disaster planning, preparedness, response, recovery coordination, and Medical Examiner services to Clackamas County communities so they can equitably access resources, survive a disaster, and recover as timely and deliberately as possible.

Oregon's Emergency Management and Medical Examiner Mandates

The Disaster Management Department's Mission Statement and lines of business were created to be in alignment with the Oregon Revised Statutes (ORS).

ORS Chapter 401.305 Emergency Management Agency of City, County or Tribal Government; Emergency Program Manager; Coordination of Emergency Functions

- Each County of the of this state shall, and each city or tribal government may, establish an emergency management agency that is directly responsible to the executive officer or governing body of the county, city or tribe.
- The executive officer or governing body of each county, and city or tribe that participates shall appoint an emergency program manager who is responsible for the organization, administration and operation of the emergency management agency, subject to the direction and control of the county, city or tribe.
- The emergency management functions include at a minimum:
 - Coordination of planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities;

- Establishment of an incident command structure for management of a coordinated response by all local emergency service agencies; and,
- Coordination with the Office of Emergency Management to integrate effective practices in emergency preparedness and response as provided in the National Incident Management System established by the Homeland Security Presidential Directive 5 of February 28, 2003.

ORS Chapter 146.065 Local Medical Examiners

- In each county there shall be a medical examiner for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.
- When a county or district has a population of 200,000 or more persons, the Chief Medical Examiner may, with the approval of the State Medical Examiner Advisory Board, appoint a Deputy State Medical Examiner for that county or district.

Issue Statements

1. Population

The increasing changes in population due to migration, cultural shifts, and social and economic instability has led to an increase in residents with additional needs, health sensitivities, and cultural and language barriers, which if not addressed properly will result in:

- Increased vulnerability of the population;
- Increased death toll in the event of a disaster;
- Decrease in the number of businesses, homes, and individuals with access to services;
- Reduction in the quality of medical examiner services to families, and increased potential for improperly investigated deaths;
- Negative perceptions of the county government;
- Reduced capacity to achieve resilience.

2. Partners/Stakeholder Relationships

The continued dependency and decreasing capacity of partners and stakeholders to participate in and support the delivery of departmental programs and services has led to decreasing effectiveness, and a reduction in trained personnel and County preparedness, which if not properly addressed will result in:

- Negative public perception of governmental agencies;
- Reduced effectiveness of disaster and/or emergency responses;
- Increased risk of death, injury and loss of property in the event of a disaster and/or emergency;
- Increased liability to the County;
- Reduced effectiveness in day to day operations;
- Increase at risk quantitative and qualitative data necessary for informed decision making and funding justifications;
- Decreasing ability to support and/or develop risk reduction policies and plans;
- Decreased capacity of staff to meet program and service demands;
- Reduced capacity to achieve resilience.

3. Public Communication

The increasing complexity of communication pathways due to rapidly changing technology, evolving diversity and increasing expectation of instant access to information has led to diminished effectiveness of communications, and a lack of public understanding of department's roles and responsibilities, which if not addressed properly will result in:

- Decreased ability to issue alerts and warnings effectively;
- Increased risk of death, injury and loss of property in the event of a disaster and/or emergency;
- Increased likelihood residents and visitors will rely on false information;
- Increased liability to the County;
- Negative perception of the County's credibility and reliability;
- Lack of public's ability to access critical resources.

4. Resilience

The ongoing lack of centralized approach and understanding around resilience has led to an increasing need for context, clarification, definition and leadership, which if not addressed properly will result in:

- Decrease in individual responsibility and preparedness;
- Failure to maximize efficiencies and effectiveness through coordination and collaboration of resources, partnerships and stakeholder relationships;
- Increased vulnerability of population;
- Increased risk of redundancy of efforts and resources;
- Increased reliance on short-term solutions to address long-term problems;
- Increased risk of death, injury and loss of property in the event of a disaster and/or emergency.

Strategic Results

1. Increasing Needs (addresses issues 1 and 4)

Residents of Clackamas County will have their Disaster Management and Medical Examiner needs met as evidenced by:

- By 2021, 85% of deaths requiring a Medical Examiner’s response and investigative services in which the Medical Examiner’s Office is notified within 15 minutes of death confirmation. (Medical Examiner’s Office)
- By 2024, Disaster Management will have an adopted Mitigation Prioritization Strategy (Disaster Management)

2. Resiliency (addresses issues 1, 2, 3 & 4)

Clackamas County will have a coordinated, aligned and focused strategy to achieve resilience as evidenced by:

- By 2021, an interdepartmental resilience team will be convened and led by Disaster Management that will develop a Long-term Strategic Framework for Resilience. (Disaster Management)
- By 2025, a Long-term Strategic Framework for Resilience will be presented to the Board of County Commissioners for approval.
- By 2020, 85% of County Departments will have up to date, approved Continuity of Operations Plan (COOP) in place (Disaster Management)
- By 2025, all mapped disaster zones (Formally Known As: Community Action zones) will have a localized disaster plan (see Appendix A – Disaster Response Zones Map). (Disaster Management)

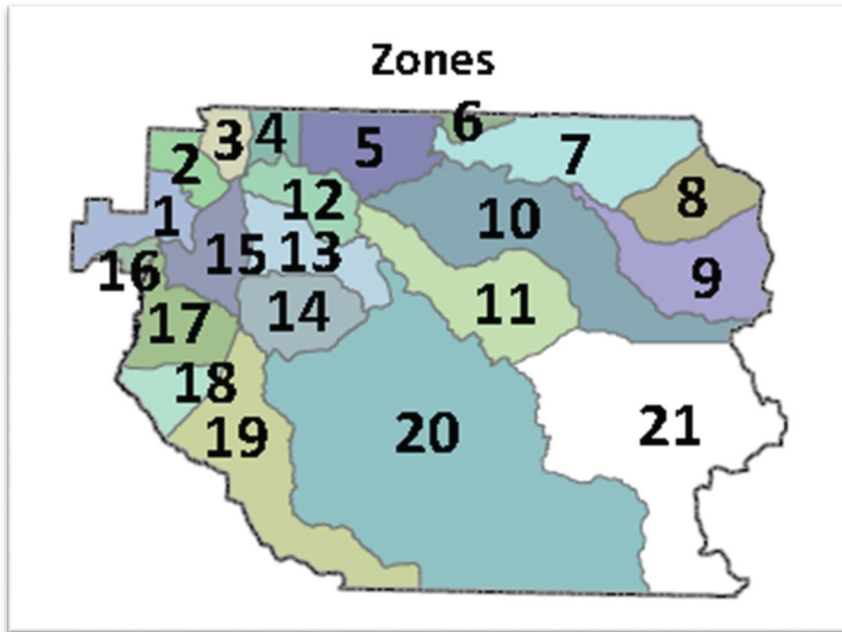


Figure 1 Disaster Response Zones are based on the natural barriers and major roads/highways that most likely indicate where “islands” would occur after a Cascadia Subduction Zone earthquake.

3. Notifications and Responses (addresses issues 3 & 4)

Clackamas County employees, residents, visitors and those in need of service(s) will have the information they need to take appropriate action as evidenced by:

- By 2020, 85% of attempted contacts through public alerts system are successful.
(Disaster Management)



Figure 2 Clackamas County's Emergency Alert System helps everyone in the community stay connected to the facts in an emergency and/or disaster. Sign up at <https://www.clackamas.us/dm/publicalerts>

Line of Business: Disaster Management and Medical Examiner

The purpose of the Disaster Management and Medical Examiner Line of Business is to provide critical coordination and response services to impacted individuals and communities who may be experiencing the worst days of their lives so they can recover.

Key Result

By 2025, all mapped disaster zones (FKA Community Action zones) will have a localized disaster plan. (See Appendix A – Disaster Response Zones Map)



Figure 3 Clackamas Community Emergency Response Team (CERT) members from across the county participate in 2019's Annual CERT Summit. The teams practiced skills they may use following a disaster.

Program: Disaster Management

The purpose of the Disaster Management Program is to provide disaster preparedness services including critical knowledge, skills and information to individuals and communities so they can prepare and minimize the impact of disasters in Clackamas County.

Milestones/Results

By 2025, all mapped disaster zones (FKA Community Action Zones) will have a localized disaster plan. (See Appendix A – Disaster Response Zones Map) (Strategic Result #2)

By 2024, Disaster Management will have an adopted Mitigation Prioritization Strategy (Strategic Result #1)

By 2021, an interdepartmental resilience team will be convened and led by Disaster Management that will develop a Long-term Strategic Framework for Resilience. (Strategic Result #2)

By 2025, a Long-term Strategic Framework for Resilience will be presented to the Board of County Commissioners for approval. (Strategic Result #2)

Result Measures

By 2020, 85% of attempted contacts through public alerts system notification systems are successful. (Strategic Result #3)

By 2020, 85% of County Departments will have up to date, approved Continuity of Operations Plan (COOP) in place (Strategic Result #2)

Output Measures

- # Employees completing employee preparedness training
- # Fire, law enforcement and EMS Medical Examiner training
- # EOC activations, real or exercise events
- # Staff responding to EOC event
- # of EOC staff (grouped by department) trained

Initiative (activated in the event of a disaster)¹

Disaster Response

Services

Amateur Radio Communications
Continuity of Operation Plan Facilitations
Critical Relationship Networks

¹ In the event of a disaster, response will be tracked and reported on across plan years until response is complete.

Disaster Event Communications
Disaster Information/Communication Platforms
Disaster Resource Coordinations (shelters, etc.)
Disaster Simulation/Exercises
Disaster Zone Facilitations
Education Messages
Emergency/Disaster Declarations
Emergency/Disaster Education Materials
Emergency Notifications and Alerts
Emergency Operations Centers
Emergency Operations Plan
Initial Damage Assessments
Managed Grants
Mitigation projects
Natural hazard mitigation plan
Public education and outreach events
Training Sessions (public, intra-agency, etc.)
Wildland fire protection Plan

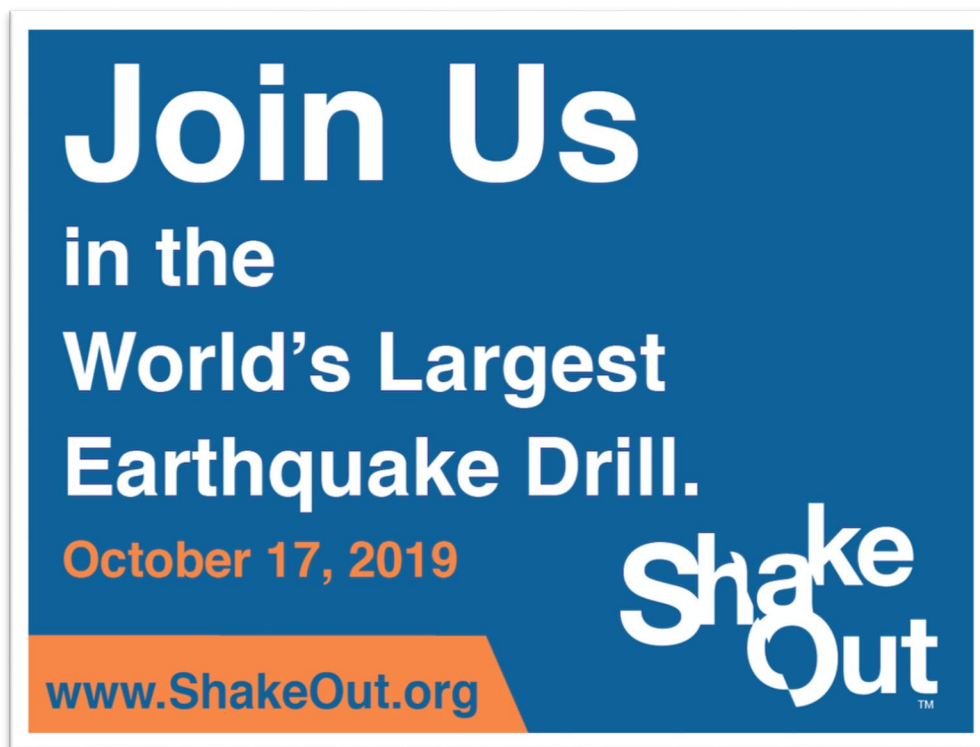


Figure 4 Disaster Management coordinates Clackamas County's participation in the Great Oregon ShakeOut. Learn more at <https://www.clackamas.us/dm/shakeout>

Program: Medical Examiner's Office

The purpose of the Medical Examiner's Office Program is to provide death investigation services to decedents, their families, and the medical and legal communities so they can receive answers and information they need to take appropriate action as necessary and enable them to move forward.

Milestones

By 2022, the Medical Examiner's Office will have a fully implemented Strategic Workforce Plan.

Result Measure

By 2021, 85% of deaths requiring a Medical Examiner's response and investigative services in which the Medical Examiner's Office is notified within 15 minutes of death confirmation. (Strategic Result #1)

Output Measures

On-Scene Death Investigations with associated interviews and documentations conducted

Legally Reportable, Limited Investigation Death Documentations conducted

Total cases

Efficiency Measure

Ratio of total cases: Investigative staff

Services

Autopsy/Toxicology/Histology Reports and Findings

Case Reviews

Cause and Manner of Death Determinations

Child Fatality Reviews

Outreach Education Services

Trainings

Death Certificate Referral Investigations

Death Certificates

Decedent Identifications

Decedent Transportation

External Agency Consults

External Examinations

Family Consults

Legal Consults

Legally Reportable Limited Investigation Death Reports

Mass Fatality Incident Plan

Next-of-Kin Notifications

On-Scene Death Investigations, Interviews, and Documentations

Personal Property Security/Protection Actions and Dispositions

Releases of Remains

Telephone Inquiry Responses



Figure 5 Clackamas County Medical Examiner's Office Responds to fatal fall on Mount Hood

Glossary

Amateur Radio Communications: also known as ham radio, is the use of radio frequency spectrum for purposes of non-commercial exchange of messages, wireless data transmission to other agencies and governments on a widespread basis.

Community Action Zones: Disaster zones within Clackamas County that were developed with the Department of Transportation and Development. The zones were developed based on natural barriers, such as rivers and major creeks, and major roads/highways that most likely indicate where "islands" would occur after a Cascadia Subduction Zone.

Continuity of Operations Plan (COOP): The COOP is the roadmap for the implementation and management of the department or program after a disruption of normal activities. COOP plans plan for essential functions, orders of succession, delegations of authority, continuity facilities, continuity communications, vital records management, human capital, reconstitution, etc. during long-term disruptions.

Decedent Identifications: identifying the name and next of kin for the decedent.

Disaster Information/Communication Platforms: Social Media, Media Releases, Information banners on the Internet, Wireless Emergency Alerts, IPAWS alerts, and other means to disseminate information.

Disaster Response Zones: See "Community Action Zones"

Emergency Operations Centers: Centralized locations to coordinate support of an incident or disaster for federal, state, and local jurisdictions.

Histology: biopsy report to help determine possible causes of death.

Initial Damage Assessments: Preliminary onsite evaluation of damage or loss caused by an event or natural disaster before filing a formal claim or disaster declaration with the Federal Emergency Management Agency (FEMA).

Limited Investigation Death Documentations: Response from the Medical Examiners office that requires limited investigation to determine cause of death.

Mitigation Prioritization Strategy (MPS): Describes how the mitigation actions will be implemented, including how those will be prioritized, administered and incorporated into the community's existing planning mechanisms. The MPS will review costs and benefits of mitigation actions and explain the cultural, economic, or other criteria influencing the selection of mitigation actions in the strategy.

Mitigation: the effort to reduce loss of life and property by lessening the impact of disasters.

Natural Hazard Mitigation Plan (NHMP): The NHMP identifies risks and vulnerabilities associated with natural disasters and developing long-term strategies for protecting people and property from future hazard events. FEMA requires local governments to develop and adopt hazard mitigation plans as a condition for receiving certain types of non-emergency disaster assistance before and after disasters.

Recovery coordination: The long-term activities beyond the initial crisis period and emergency response phase of a disaster operations that focus on returning all systems in the community to a normal status or rebuild these systems to a new condition that is less vulnerable.

Resilience: the ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Activities, such as disaster preparedness—which includes prevention, protection, mitigation, response and recovery—are key steps to resilience. (NIST)

Strategic framework for resilience: a framework to build up the ability of systems (and people) to effectively respond and adapt to changing circumstances and to develop skills, capacities, behaviours and actions to deal with adversity

MFR Glossary

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Issues: A circumstance that will have a major impact on the customers served by the department.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Managing for Results: An entire organization, its management system, its staff and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

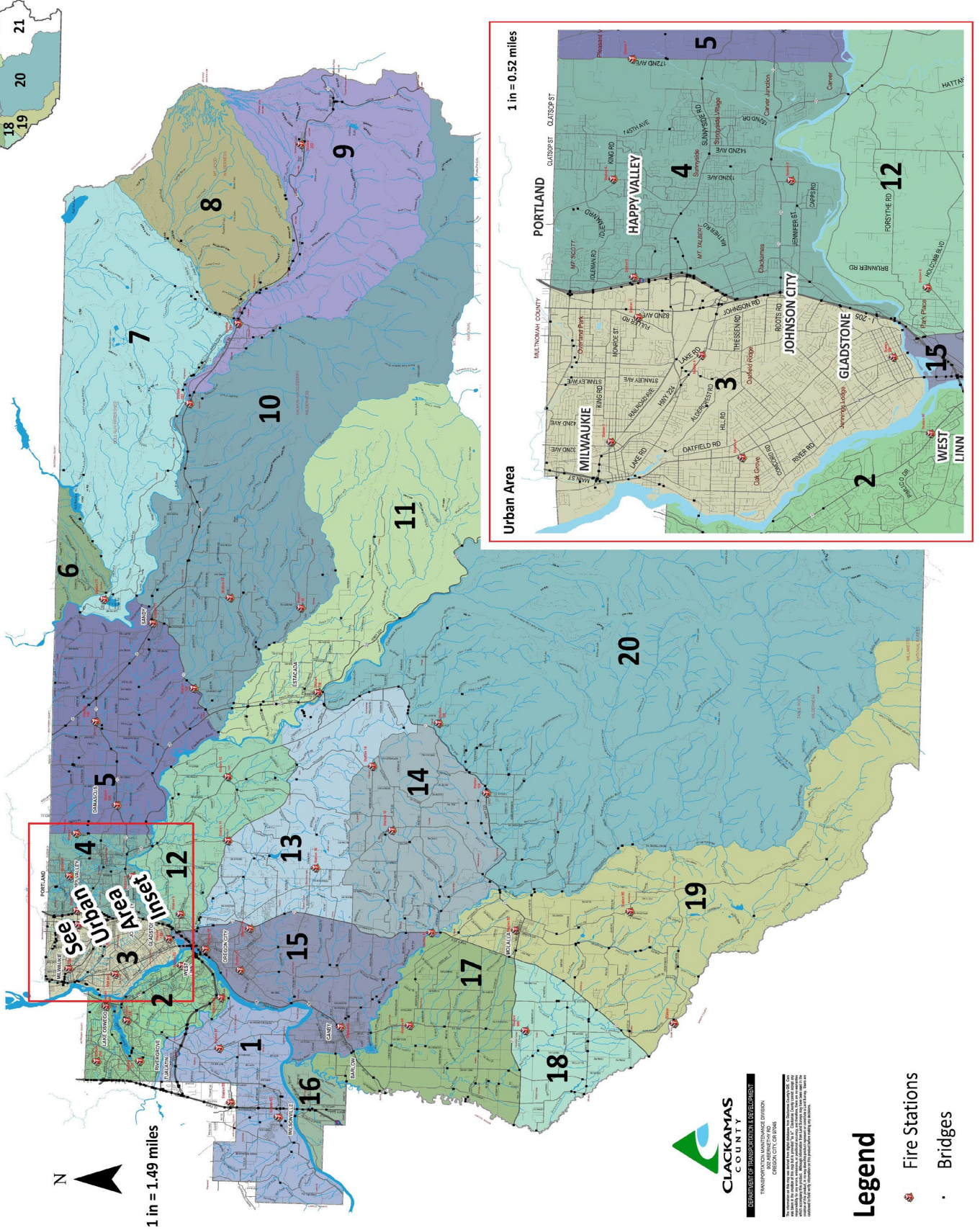
Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.

Appendix A – Disaster Response Zones

CLACKAMAS COUNTY DEPARTMENT OF TRANSPORTATION & DEVELOPMENT

Disaster Response Zones



Legend

-  Fire Stations
-  Bridges

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